

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/350896741>

HOW TO WRITE YOUR MASTER THESIS: THE EASY HANDBOOK

Book · April 2021

CITATION

1

READS

44,539

2 authors:



[Zouhour El Abiad](#)

45 PUBLICATIONS 423 CITATIONS

SEE PROFILE



[Hani El-Chaarani](#)

Beirut Arab University

103 PUBLICATIONS 1,257 CITATIONS

SEE PROFILE

THE EASY HANDBOOK GUIDE

HOW TO WRITE A MASTER THESIS

Hani EL CHAARANI
Zouhour EL ABIAD

NEW EDITION
2021

Table of Contents	1
Introduction	3
A-Before You Begin!!!! Define Your Research Question(s)	4
B-Before You Write!!!! What To Do?	6
B.1-Read All the information related to your topic	7
B.2-Start with a plan: Define the basic structure of your work	8
C-Begin Your Writings!!!! Complete Your Study	9
C.1-Avoid plagiarism	10
C.2-How to write and keep track your references	11
D-Step by Step How to Write a Master Research: The 11 Steps!	12
D.1-Title page	13
D.2-Abstract and Keywords	13
D.3-Acknowledgement/Dedication	14
D.4-Table of Contents	14
D.5-List of Tables and Figures	16
D.6-Introduction	17
Step 1: Introduce your topic	17
Step 2: Describe the background and research gap.	17
Step 3: Establish your research problem and importance	18
Step 4: Specify your objective	18
Step 5: Definition of your hypotheses	18
Step 6: The methodology	19
Step 7: Map out your research	19
D.7-Literature review	20
D.8-Empirical study	21
Step 1: Setting your methodology approach	21
Step 2: Describe your methods of data collection	21
Step 3: Describe your methods of analysis	22
Step 4: Describe your research model	22
Step 5: Describe your sample	23
Step 6: Present your findings	23
D.9-Discussion and Conclusion	24
D.10-Appendices	25
D.11-References	25
E-Before Submitting!!!! Check Some Important Details	27
Step 1: Check if you answered your research question and verified your hypotheses	28
Step 2: Check the format of your work	28
Step 3: Check the balance between your chapters	29
Step 4: Review your plagiarism level	29
Step 5: Do not forget the introduction and the conclusion of each chapter	29
Step 6: Verify that your literature review is focused on your main subject	29
Step 7: Discuss your empirical findings with experts, instructors and supervisor	29

Step 8: Verify your references	30
Step 9: Verify your achievement level	30
F-After Submitting!!!! Prepare Your Presentation	32
Step 1: Prepare the content of your presentation	33
Step 2: Define the plan of your presentation	33
Step 3: Use PowerPoint or other software to create slides	34
Step 4: Practice and review the details of your presentation	35
Appendix A: Quantitative method-The easy guide	37
Appendix B: Qualitative method-The easy guide	40
References	44

Introduction

Writing a Master's thesis is a challenging mission in higher education. This work requires in-depth research executed by motivated students. At this level students have to prove their skills, their research ability and the understanding of the research objective.

This handbook provides master's students the needed guide with practical examples to achieve their research works and overcome the problems they face before and while writing. In addition, this handbook provides master's students a guide in which they can find the instructions to make their oral presentation professional and successful.

This handbook is divided to 6 main sections to present the different phases that any master's student should follow to accomplish his/her research work in professional and successful way.

The 6 phases are presenting bellow:

1-Before You Begin!!!! Define Your Research Question(s)

In this first phase, the student has to prepare his/her research question and define the objective of the master's thesis. In this section, the students can find the guide to formulate a professional question.

2-Before You Write!!!! What To Do?

In this phase, the student has to begin his/her reading in professional way. In addition, he/she must define the plan of the research work. In this section, the students can find the advices and the plan to accomplish the research work.

3-Begin Your Writings!!!! Complete Your Study

In this phase, the student has to begin writing but first, he/she should take care to not lose track of the topic and references. In addition, he/she should put in mind very important rule before and during his/her writings: avoid plagiarism. In this section, the students can find some advices to make his/her research work successfully.

4-Step by Step How to Write a Master Research: The 11 Steps!

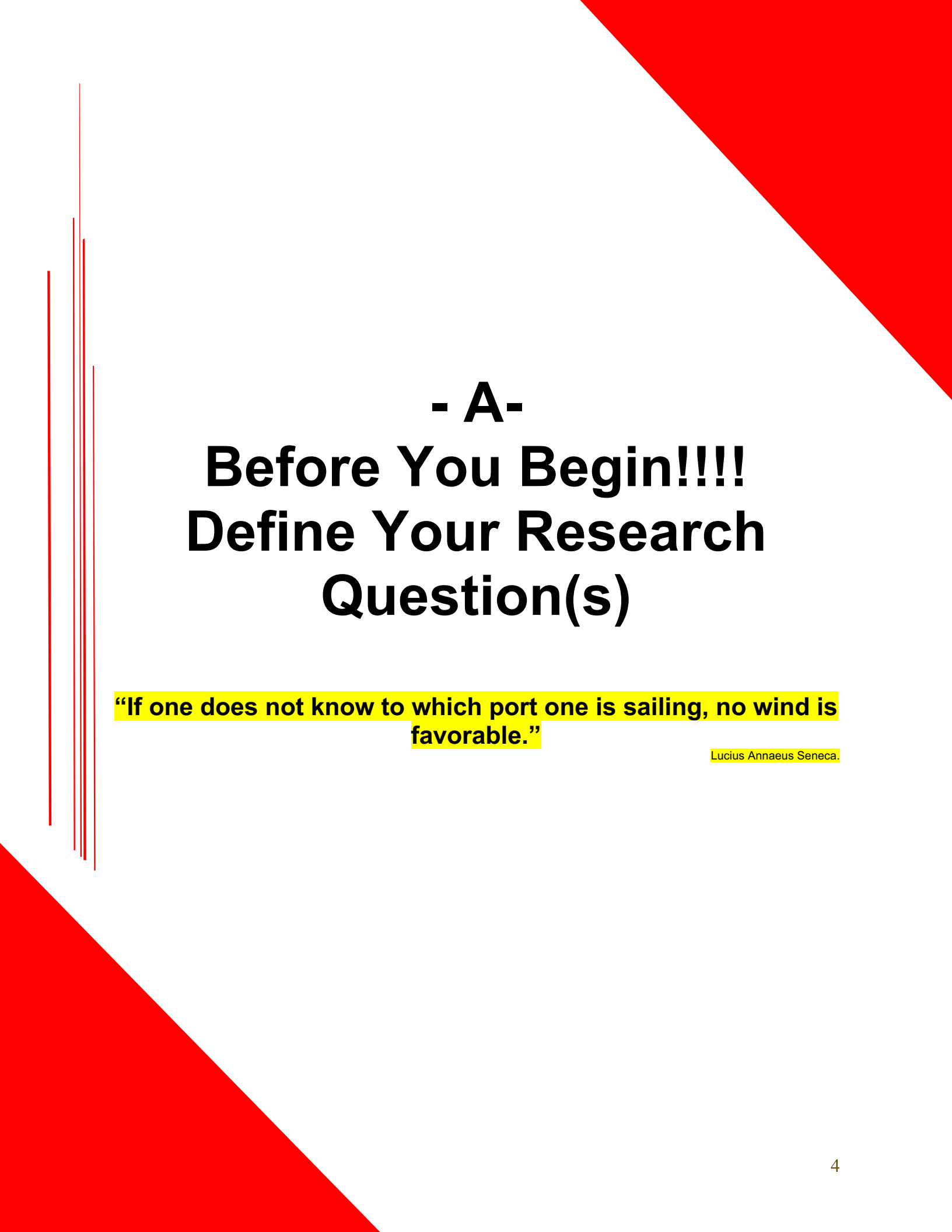
In this phase, the student has to follow step by step the instructions to accomplish his/her master's thesis. In this section he/she can find 11 steps that he/she must follow to make the work professional.

5-Before Submitting!!!! Check The Details

In this phase, the student has to take care and review some details before submitting his/her work to the supervisor of thesis. In this section he/she can find some important points that he/she must check them before submitting his/her research work.

6-After Submitting!!!! Prepare Your Presentation

In this last phase, the student has to begin the preparation for the oral defense. Therefore, he/she can find in this section the different steps to follow in order to make the presentation professional and successful.



- A- Before You Begin!!!! Define Your Research Question(s)

“If one does not know to which port one is sailing, no wind is favorable.”

Lucius Annaeus Seneca.

A-Before You Begin!!!! Define Your Research Question(s)

The first step before you begin is: setting **your research question**. The research question of your work must be:

1-Clear: it provides enough specifics that one's audience can easily understand its purpose without needing additional explanation.

☹ **Unclear:** what is the impact of Corona virus?

😊 **Clear:** what is the impact of Corona virus on the return of stocks market in Spain?

2-Focused: it is narrow enough that it can be answered thoroughly in the space where the writing task allows.

☹ **Unfocused:** what is the impact of Corona virus on the economy?

😊 **Focused:** what is the impact of Corona virus on the return of banking sector in Italy during 2021?

3-Concise: it is expressed in the fewest possible words.

☹ **Unconcise:** how should social marketing and social website and social media mobile application address the harm they cause to customers in Asia from 2010-2021?

😊 **Concise:** what is the impact of innovation on the performance of Spanish SMEs during Covid-19 pandemic period?

4-Complex: it is not answerable with a simple "yes" or "no," but rather requires synthesis and analysis of ideas and sources prior to composition of an answer.

☹ **Not complex:** is the economic factor important for entrepreneur?

😊 **Complex:** What are the determinant factors of successful social entrepreneurship in France?




5-Arguable: its potential answers are open to debate rather than accepted facts.

☹ **Not Arguable:** is marketing good for company?

😊 **Arguable:** does social media affect the customer behavior toward sport brands?

If you have a good research question with all the above characteristics but you do not have the empirical data to answer your question you should review your research question.

A research question without answer or a research question without data will cost you a lot!!!!. Therefore, you should adjust your research question in case of lack of data.



-B- Before You write!!!! What to do?

“We cannot direct the wind, but we can adjust the sails”

Dolly Parto

B-Before You write!!!! What to do?

B.1-Read All the information related to your topic

Once you have defined your study question, begin your research for all the information related to your topic. Read and watch everything you can such as media, blogs, personal experiences, academic articles, professional articles and information in the popular Internet webpages. The more you read, the more things you will know, the more you can write and finish your work.

Save what you read in specific document and don't lose the track of what you saved. You will use all what you saved while you will write your research. Keep in mind that you will use different types of data: primary, secondary and territory data.

Primary data: Primary sources are contemporary to what they describe. They are original materials which have not been interpreted, condensed, or evaluated by a second party. This data is used mainly for empirical part.

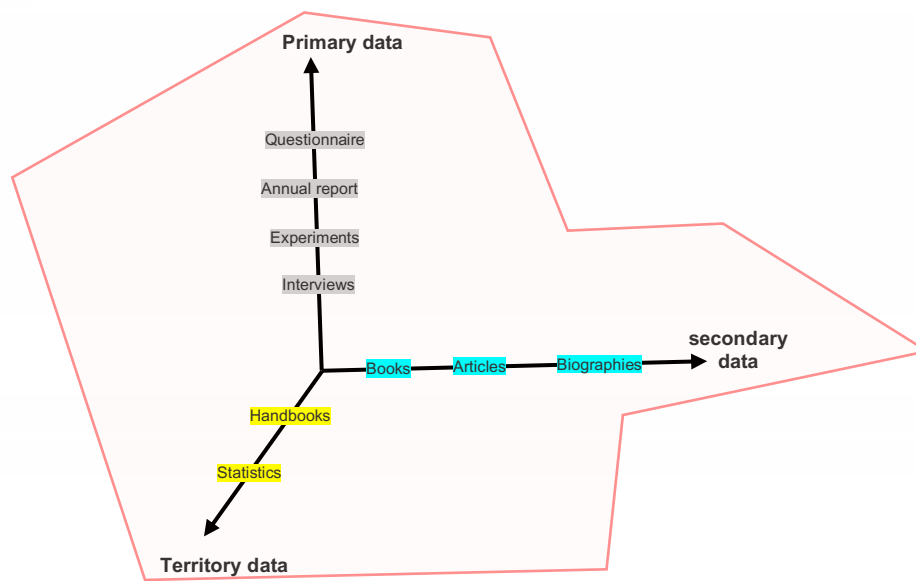
- Examples: Annual reports of an organization or agency, financial data, interviews and experiments.

Secondary data: A secondary information source analyzes, interprets, or discusses information about a primary information source. This data is used mainly for literature review.

- Examples: Textbooks, biographies and scientific articles, EBSCO database, Springer database, Elsevier database, Wiley database.

Territory data: A tertiary information source lists, compiles, or indexes primary and secondary information sources. These sources are most often used to look up facts or to get a general idea about something. As the case of secondary data, this data also is used mainly for literature review.

- Examples: Handbooks and Statistics.



B.2-Start with a plan: Define the basic structure of your work

When writing your research, make sure that your plan is *flexible*, and allows time for dealing with unexpected circumstances.

The basic structure of your research has to be as follow, this structure is a general outline and non an exact and fix guide:

1-Title Page

2-Abstract and Keywords

3-Aknowldgment and Dedication (if applicable)

4-Table of Contents

5- List of Tables

6-List of Figures

7-Introduction

Phenomenon & positioning of the study within the field

Motivation Research problem/objective

Research questions and objectives

Methodology

Presentation of your research plan and structure

8-Literature review

Description of your background behind your research

Theoretical framework related to you subject

Prior Empirical studies related to you subject

Definition of hypothesis

Chapter 1 + 2 / or more

9-Empirical study

Method(s)

Research context

Data collection

Data analysis

Findings

Discussion and implications

(Interpretation of the obtained results and compare them to the related literature + Recommendations)

Chapter 3 + 4 / or more

10- Conclusion

11- References

12- Appendices - (if needed)

You should start writing your research or at least some of its sections as early as possible. In general, the start of your writing depends on the scope of the research project you are describing and on the duration that you have. Keep in your mind that your work will be public and available on internet networks.

-C-
Begin Your writings!!!!
Complete your study

“Own your life, Sail your ship”

Nisa Roberts

C-Begin Your writings!!!! Complete your study

After you've come up with your research question and your research structure, think about the possible paths your research could take. Three questions have to be asked: What sources of data should you consult to write your literature? What research process will you follow to response your questions? What methodology will you use to achieve your study's objective?

C.1-Avoid plagiarism

Plagiarism may cost you!!!, and you have to avoid it while you are writing your work. Students commit plagiarism by copy/paste paragraphs without rephrasing them and even without citing the references that **they are using them**. So, if you want to present any information that you have taken it from secondary or territory data, be sure that you put the source and avoid any modification of its meaning.

Nowadays, software like Turnitin can easily indicate your plagiarism level.

Example of Turnitin results:

ORIGINALITY REPORT			
41%	38%	9%	12%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	www.fgm.usj.edu.lb		5%
	Internet Source		
2	halshs.archives-ouvertes.fr		5%
	Internet Source		
3	Submitted to Universite Saint Joseph		4%
	Student Paper		
4	www.jobfinance.com		3%
	Internet Source		
5	tel.archives-ouvertes.fr		3%
	Internet Source		
6	publications.ut-capitole.fr		3%
	Internet Source		
7	theses.univ-lyon2.fr		2%
	Internet Source		
8	www.aims2007.uqam.ca		2%
	Internet Source		

La détermination de la rémunération des dirigeants est souvent déléguée au comité de rémunération, nommé parfois « comité de rémunération et de nomination ». Ce comité correspondant à une structure de gouvernance joue un rôle central dans la fixation de la part variable de la rémunération des dirigeants des entreprises, notamment celles familiales. Il veille aussi à la définition des règles de fixation de cette part de manière qu'elle soit à la fois cohérente à l'évaluation des performances des dirigeants et à la stratégie à moyen terme de l'entreprise. Il contrôle également l'application annuelle de ces règles et devrait également apprécier l'ensemble des rémunérations et avantages perçus par les dirigeants.

Les entreprises familiales n'ayant pas adopté un comité de rémunération au sein de leur conseil offrent théoriquement plus d'opportunités à leurs dirigeants de bénéficier d'une rémunération plus importante non reliée à la performance. Cependant, l'objectivité de la rémunération n'est pas seulement associée à la présence du comité de rémunération. C'est plutôt l'indépendance de ses membres qui garantit son efficacité (Conyon et Peck, 1998). Les pratiques de la bonne gouvernance insistent sur la présence d'un comité de rémunération capable d'apporter l'aide technique au conseil d'administration dans la détermination de la rémunération des dirigeants. Ce comité détermine ainsi les indicateurs de performance sur lesquels les rémunérations des dirigeants devront être basées et met en forme les propositions pour les soumettre au conseil. Il contrôle ensuite l'atteinte des objectifs de performance préétablis. La présence de ce comité dans les entreprises familiales est utile pour l'évaluation de la rémunération et le respect des bonnes pratiques. Cependant, l'efficacité de ce comité dépend de sa composition. Carstavan – Jency, Mangine et Missomier – Piersa (2008) ont observé que le comité de rémunération influence négativement la rémunération fixe et totale des dirigeants des entreprises françaises sans qu'il soit en relation avec les montants attribués sous forme de bonus. Conyon et Peck (1998) ont déjà constaté que la proportion des dirigeants indépendants au comité de rémunération est positivement liée à la rémunération des hauts dirigeants et à la sensibilité de la rémunération à la performance. Il est alors possible de postuler que :

ExampleS about plagiarism: (not understood the content of this paragraph)

We will suppose that the original text from source is as follow:

- **The original passage:** Students frequently overuse direct quotation in taking notes, and as a result they overuse quotations in the final research. Probably only about 10% of your final manuscript should appear as directly quoted matter. Therefore, you should strive to limit the amount of exact transcribing of source materials while taking notes. Lester, James D. *Writing Research*. 2nd ed. (1976): 46-47.
- ☺ **A legitimate paraphrase:** In research, students often quote excessively, failing to keep quoted material down to a desirable level. Since the problem usually

originates during note taking, it is essential to minimize the material recorded verbatim.

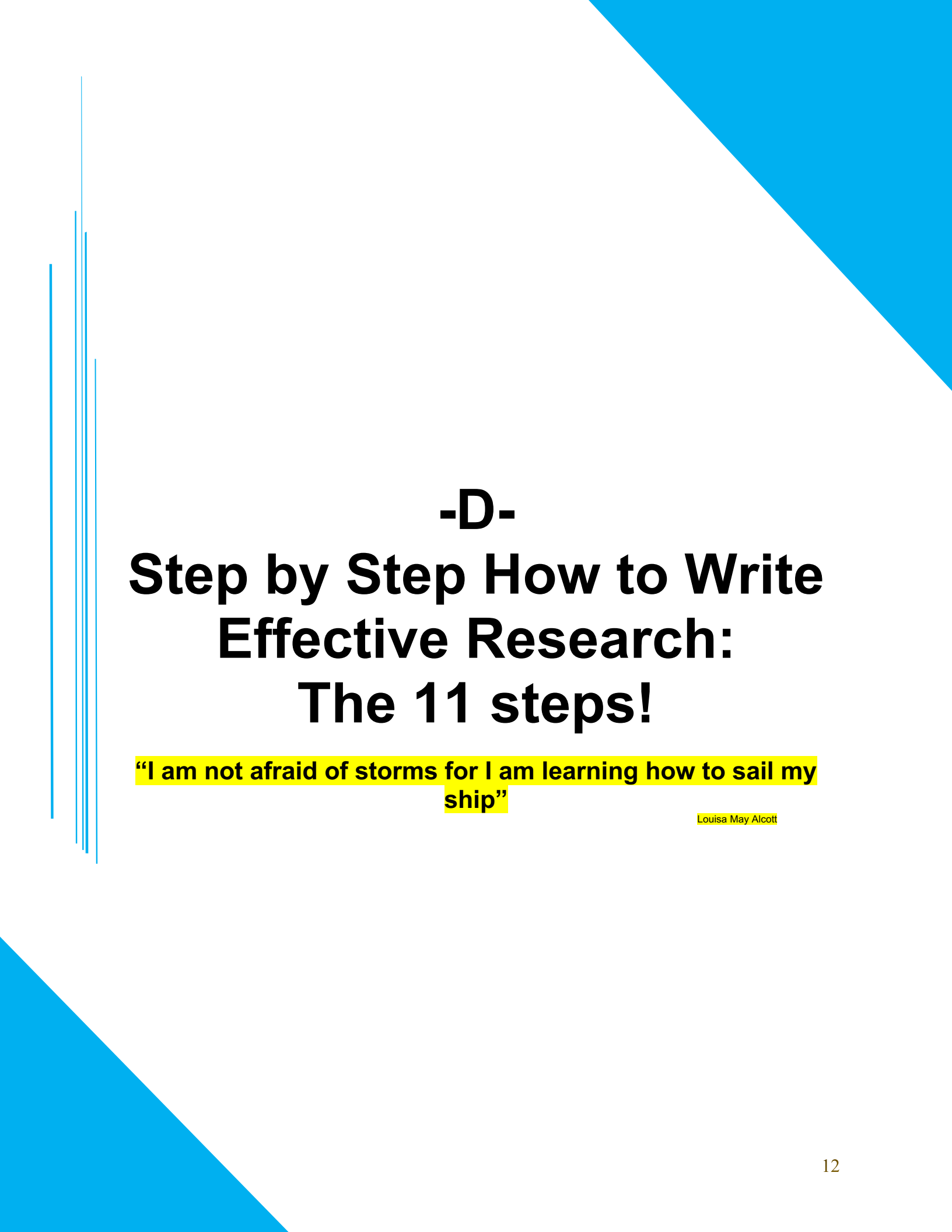
- ☹ **A plagiarized version:** Students often use too many direct quotations when they take notes, resulting in too many of them in the final research. In fact, probably only about 10% of the final copy should consist of directly quoted material. So, it is important to limit the amount of source material copied while taking notes.

C.2- How to write and keep track your references

When you are writing your work, you need to use efficiently your bibliography. You have to prevent the loss of the data that you will need while writing your work. So, you need to create a database where you can summarize each article/chapter into a few most important bullet points with keywords to help you remember their content. The easy way is to create Microsoft Excel file or access file that can help you to save a lot of time when it comes to write your work. You can use more advanced tools such Reference Management Software (RMS).

A good idea is to build out an excel spreadsheet or other list that documents your reading in a detailed and organized manner. You can keep track of key information, such as:

- Author,
- Title,
- Date,
- Location of research,
- Sample size,
- Research methods,
- Main findings.



-D- Step by Step How to Write Effective Research: The 11 steps!

“I am not afraid of storms for I am learning how to sail my ship”

Louisa May Alcott

D-Step by Step How to Write Effective Research: the 11 steps!

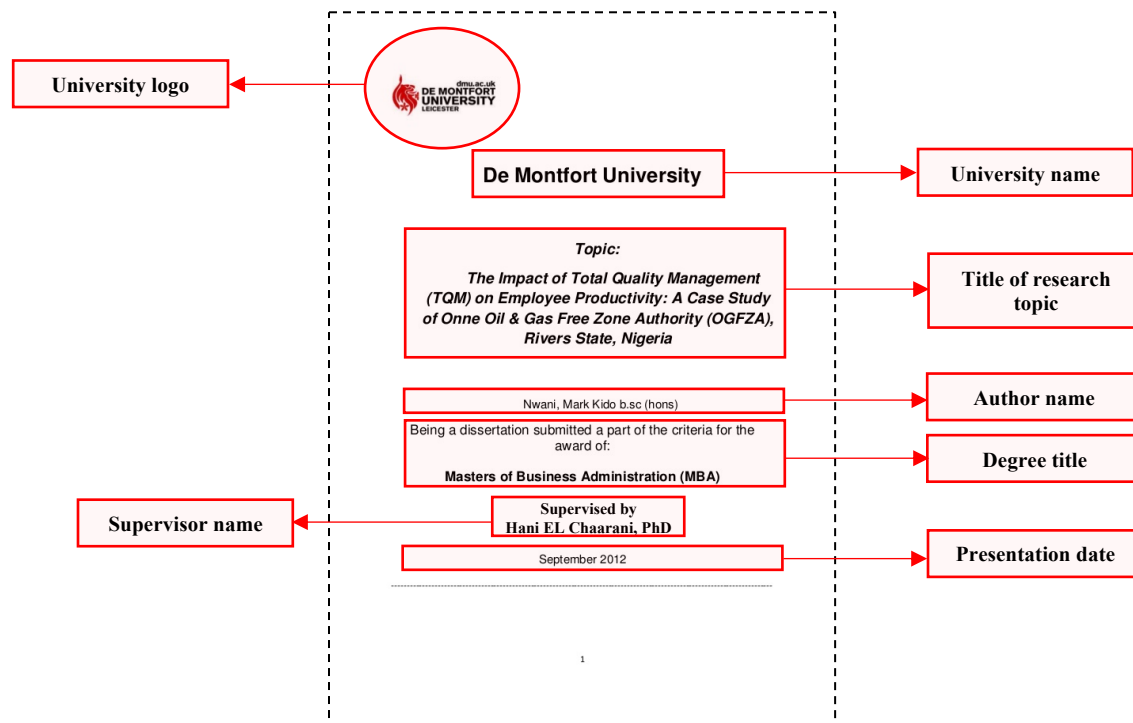
“I am not afraid of storms for I am learning how to sail my ship”

Louisa May Alcott

Once you have a detailed outline, there is no rule that says you have to start with the introduction and end with the conclusion. While the reader will inevitably read your thesis this way, you are free to write the ‘easy’ sections first and then move on to ones that you find more challenging. At the end 10 elements have to be presented for your reader.

D.1- Title page

The title page has to be clear and well organized in which you should insert the academic institution logo, the title of your topic, your name, your supervisor and the date of your defense.



D.2- Abstract and keywords

Abstract

An abstract summarizes, usually in one paragraph of 300 words or less, the major aspects of the entire research in a prescribed sequence that includes: 1) the overall purpose of the study and the research problem(s) you investigated; 2) the basic design of the study; 3) major findings or trends found as a result of your analysis; and, 4) a brief summary of your interpretations and conclusions.

Here are some good examples of thesis abstracts:

- *Employee performance has become an important factor in a company's success and development. Facing occupational stress in various working fields, especially nursing, seems to be an increasing challenge lately. This research investigates the*

environmental, situational, and individual factors that affect nurses' level of stress. It also measures the impact of stress on nurses' work performance. The data collected from 100 nurses in different hospitals shows a positive relationship between environmental and situational factors and a nurse's stress and a non-significant correlation between personal factors and nurse stress is found. The results also reveal a positive correlation between stress and overall nurse performance.

Purpose of study

The aim of this research is to assess the role of the board of directors in determining CEO's compensation based on quantitative data in the context of listed European companies for 3 fiscal years (2016-2017-2018). Based on a sample extracted from 11 European countries (France, Belgium, Germany, Italy, Spain, Ireland, Sweden, Denmark, Finland, United Kingdom and Netherlands), the results of regression model reveal the importance of board of directors' characteristics in determining of CEO's compensation. The board size, CEO duality, the presence of independent directors and the existence of compensation committee have been shown as determinants of CEO's compensation. Therefore, firms have to consider the characteristics of board of directors because they affect the compensation level and therefore the financial performance.

Major findings

Design of study

Conclusion

Keywords

After the abstract, the researcher has to specify the keywords of the study. Keywords are important words found in your research. The objective of Keywords is to make paper searchable and ensure that you will help other researchers to find your study.

Here are some good examples of keywords:

- Performance, financial structure, entrepreneurship, bank, innovation, economic crisis, risk management.

Keywords Examples

D.3- Acknowledgement and Dedication

Acknowledgement

The acknowledgement for thesis is the section where you thank all people, institutions, and companies that helped you in completing the project successfully. It is similar to a dedication, except for the fact that it is formal. Also, you don't need to mention every single person who helped you with the research-just those who were most important to your research. The acknowledgement for thesis should be brief and should not include personal details. Here are some good examples of thesis acknowledgements:

- I would like to express my gratitude to my primary supervisor, professor Jhon Bill, who guided me throughout this project. I would also like to thank my friends and family who supported me and offered deep insight into the study.
- I wish to acknowledge the help provided by the technical and support staff in the Economics department of the University of London. I would also like to show my deep appreciation to my supervisors who helped me finalize my project.

Acknowledge Examples

Dedication

After the acknowledgement and in another page, the author can write the dedication in another page. Dedication is not mandatory, and it is a state of being committed to someone.

Here some good examples of dedication:

- *I dedicate this thesis to my parents Mila and Jhon, to my sisters and brothers...*
- *I dedicate this research work to my kids Maria and Elío*
- *I dedicate this work to my family for nursing me with love*
- *This work is dedicated to my parents for their love and support*

Dedication
Examples

D.4- Table of Contents

The table of contents should list all front matter, main content and back matter, including the headings and page numbers of all chapters and the bibliography. A good table of contents should be easy to read, accurately formatted and completed. So, it should be 100% accurate.

Here are some good examples of Table of contents:

iii Master Thesis in Business Administration

TABLE OF CONTENTS

I INTRODUCTION	I
1.1 BACKGROUND	1
1.1.1 International Higher Education: An Expanding Global Industry	1
1.1.2 The New Marketing Imperative in Higher Education	2
1.1.3 The Rise of Mobile Marketing	3
1.2 PROBLEM DISCUSSION	4
1.2.1 Marketing to the new Mobile Generation of Students	4
1.2.2 The Knowledge Gap	5
1.3 RESEARCH PURPOSE	5
1.3.1 Research Question	5
1.3.2 Research Objectives	5
1.4 CONTRIBUTIONS	6
1.5 DELIMITATIONS	6
1.6 DEFINITIONS	7
2 FRAME OF REFERENCE	8
2.1 ENROLLMENT MANAGEMENT THEORY	8
2.1.1 Definition of Enrollment Management	8
2.1.2 The Purpose of Student Recruitment	9
2.1.3 The Enrollment Funnel: Understanding the Recruitment Process	9
2.1.4 Linking the Funnel to Student Decision-Making	11
2.2 MOBILE MARKETING THEORY	12
2.2.1 Definition of Mobile Marketing	12
2.2.2 The Mobile Marketing Communications Mix	13
2.3 PRELIMINARY CONCEPTUAL MODEL	20
3 METHODOLOGY & METHOD	21
3.1 RESEARCH PHILOSOPHY	21
3.2 RESEARCH APPROACH	21
3.2.1 Exploratory Nature of Research	21
3.2.2 Abductive Reasoning	22
3.3 RESEARCH DESIGN	22
3.3.1 Qualitative Multi-Method Study	22
3.3.2 Case Study Strategy	23
3.3.3 Time Horizon	23
3.4 DATA COLLECTION	24
3.4.1 Sampling & Case Selection	24
3.4.2 The Data Collection Process	25
3.4.3 Semi-Structured Interviews	26
3.4.4 Document Analysis	28

Marian Zinn & Helge Jönsson / Jönköping University August 2015

Table of Contents

Abstract	
Acknowledgements	
List of Figures and Tables	
1. Introduction	
2. SMEs' Internationalization	
3. Entry Decision & Exporters' Determinants	
3.1. Introduction to Selected Literature, Concepts & Variables	
3.2. Selected Variables	
3.3. Empirical Results Review	
4. Foreign Market Entry Modes	
4.1. Introduction to Entry Modes	
4.2. Entry Modes in Services and Service Classifications	
4.3. Firm Size and Entry Modes for SMEs	
4.4. Selected Variables	
4.5. Empirical Results Review	
5. Discussion, Conclusion and Implications	
5.1. Discussion	
5.2. Conclusion	
5.3. Implications	
5.3.1. Implications for Policy Makers	
5.3.2. Implications for Managers	
6. Bibliography	

You should not forget the page numbers!!!!

Titles

Sub-Titles

Numbering of sections

Page number

D.5- List of Tables and list of Figures

A List of Tables and a list of Figures are as reference tools that allow your readers to quickly and easily navigate to data in your thesis or dissertation. Construction of the list is similar to creating a Table of Contents.

Here are some good samples of list of Tables and Figures:

Page Title	F. List of Tables	Table Title	
	2.1 Pooling types		8
	5.1 Baseline architecture		39
	5.2 Baseline model evaluation		40
	5.3 Baseline model speed comparison		40
	5.4 Clustering errors for spectral clustering and CMO on CIFAR-100		52
	5.5 Differences in spectral clustering and CMO		52
	5.6 Accuracies for hierarchy of classifiers on CIFAR-100		53
	5.7 Parameters of models with increased capacity		54
	5.8 Training time for models with increased capacity		54
	5.9 Baseline model training time		59
	5.10 Activation function properties		62
	5.11 Activation function evaluation results on CIFAR-100		63
	5.12 Activation function timing results on CIFAR-100		63
	5.13 Activation function evaluation results on MNIST		64
	5.14 Optimized architecture		66
	5.15 Optimized model evaluation results		67
	5.16 Optimized model speed comparison		67
	A.1 99-percentile intervals for filter weights on CIFAR-100		73
	A.2 Activation function evaluation results on HASyV2		75
	A.3 Activation function evaluation results on STL-10		76
	A.4 Activation function evaluation results on GTSRB		76
	B.1 Data augmentation techniques		78
	B.2 Weight initialization schemes		79
	B.3 Activation functions		82
Table Number			Page number

Page Title	List of Figures	Figure Title	
	Figure 1-1 Business Model Articles in the Business/Management Field		3
	Figure 1-2 Structure of the Thesis		5
	Figure 2-1 Research Approach		6
	Figure 2-2 Manager Interview Process		8
	Figure 2-3 Theoretical Framework Formulation		10
	Figure 2-4 Summarization of the Data Collection		14
	Figure 3-1 Value Creation as the customer's creation of value-in-Use; as an all-encompassing process including provider and customer activities		21
	Figure 3-3 Value-In-Use creation model		23
	Figure 3-4 The Ten Key Concepts of Service Science		24
	Figure 3-6 Model of the Resource categories in the service system		27
	Figure 3-7 Customer and Employee roles constellation for Value Co-Creation		27
	Figure 3-9 Business Model and Organizational Triangle		31
	Figure 3-10 Relationship between Business Model and e-Business Model		33
	Figure 3-13 Interrelationship between customer interface and infrastructure management		39
	Figure 3-14 Service Business Model Canvas		41
	Figure 3-15 Starting points for the Service design		42
	Figure 3-16 Theoretical Framework Summary		43
	Figure 4-1 Increase in Service Revenue at IBM (IBM Annual Report)		45
	Figure 4-2 IBM Value Segments		46
	Figure 4-3 Business Model Innovation during periods of extensive environmental change		48
	Figure 4-4 The "Three A's" model for Business Model Innovation		48
	Figure 4-5 The Three phases of External Specialization		51
	Figure 4-6 The Three stages on Internal Specialization		52
	Figure 4-7 The Five dimensions of a Business Component		53
	Figure 4-8 Make internal and External Specialization practical by organizing activities by accountability level and competency		54
	Figure 4-9 Mapping the enterprise as a network of business modules: an example from the retail industry		54
	Figure 4-10 Heat maps identify "hot" areas to exploit the business value		55
Figure Number			Page number

D.6- Introduction

There's no one perfect way to write an introduction. Your technique will vary depending on factors like your topic, the tone of your publication, and your audience.

Step 1: Introduce your topic. The first job of the introduction is to tell the reader what your topic is and why it's interesting or important.

The first job of the introduction is to tell the reader what your topic is and why it's interesting or important. This is generally accomplished with a strong opening hook. The hook is a striking opening sentence that clearly conveys the relevance of your topic. Think of an interesting fact or statistic, a strong statement, a question, or a brief anecdote that will get the reader wondering about your topic. For example, the following could be an effective hook for an argumentative value about the liquidity impact on banking performance during coronavirus period:

- *Is Liquidity level important for banking sector during crisis?*

The Hook

After a strong opening hook, you have to state the importance of your topic. For example:

- *Bank liquidity is an important factor that may lead to financial distress during a crisis. The financial crisis of 2008 underscored the importance of establishing a high level of liquidity to cope with adverse conditions. Bank liquidity is very important for the smooth functioning of banking sector during crisis... Basel Committee of Banking supervision (2008) has recommended the banking sector to minimize liquidity risks and meet its financial duties by owning sufficient cash to be ready for any unexpected demand from depositors. Moreover, the Basel Committee has increased the minimum capital requirement through an additional capital buffer to protect depositors.*

The Importance

Step 2: Describe the background and the research gap.

You have to provide an overview of the most relevant research that has already been conducted. Also, you have to end this step by shedding light on research gap. This is a sort of miniature literature review, a sketch of the current state of research into your topic, boiled down to a few sentences.

For example:

- *Various empirical studies have revealed the importance of banking sector during crisis (EL Chaarani & EL Abiad, 2019; EL Chaarani & EL Abiad, 2018, EL Chaarani & EL Abiad, 2017). These studies have consistently found that that banks have different ways to face large losses and maintain their capital requirements during crises, and one of the best ways is to manage their liquidity level and increase their capital by issuing new stocks or by cutting dividend payout. They also have recommended banks during financial distress to act conservatively by holding a*

The background

higher level of capital than the required level by the international regulation committees.

Some authors studied the determinants of bank liquidity in emerging economies (EL Chaarani & EL Abiad, 2018) and others in developed economies (EL Chaarani, 2019) but none of the existing studies had explored the determinants of bank liquidity in the whole Europe.

The gap

Step 3: Establish your research problem and importance

In an argumentative research, you can simply state the problem you intend to discuss, and what is original or important about your argument.

For example:

- By recognizing the significant aspect of liquidity in banking sector, the purpose of this research is to provide new evidence by addressing the following questions: What are the different internal and external factors affecting the liquidity level in the banking sector in Europe? Is there any difference in liquidity level between European countries? If the answer is yes, what are the reasons behind these differences?

The Importance

The Questions

Step 4: Specify your objective(s)

Now you'll get into the specifics of what you intend to find out or express in your research work.

For example:

- To bridge the above-mentioned gaps, the first objective of this study is to investigate the internal and external determinants affecting the liquidity of the banking sector in the European region. The second objective is to compare liquidity risk levels of the banking sector in European countries.

The Objectives

Step 5: Definition of your hypotheses

If your research involved testing hypotheses, these should be stated along with. Hypotheses are usually presented in specific section. A hypothesis is a tentative statement about the relationship between two or more variables. It is a specific, testable

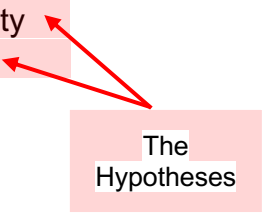
prediction about what you expect to happen in a study. Hypotheses propose a relationship between two or more variables.

For example:

H₁: A high assets quality ratio has a negative impact on bank's liquidity

H₂: A high capitalization level has positive impact on bank's liquidity

The
Hypotheses



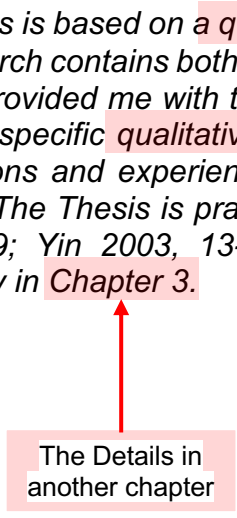
Step 6: The methodology

Describe the methodology and which data you use and how you collect these data. This may include qualitative data ("I analyze these in-depth customer behavior surveys."), or statistics you use, or data you collect yourself. The description should be as detailed that a very good fellow student in your field would be able to more or less reproduce your work. If you conduct a case study, the study area needs to be introduced here. The details of methodology and data collection should be presented in separated chapter.

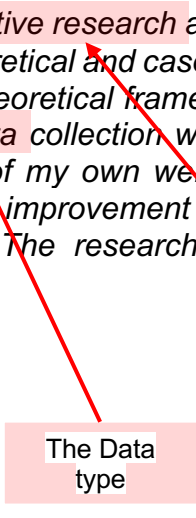
Example:

- *The Thesis is based on a qualitative research approach and a case study method. The research contains both theoretical and case company specific parts. Literature reviews provided me with the theoretical framework needed for the Thesis. Case company specific qualitative data collection was carried out by interviews. Also, observations and experiences of my own were used in the data collection and analysis. The Thesis is practical improvement and development oriented (Ghauri 2004, 109; Yin 2003, 13-15). The research methodology is described more thoroughly in Chapter 3.*

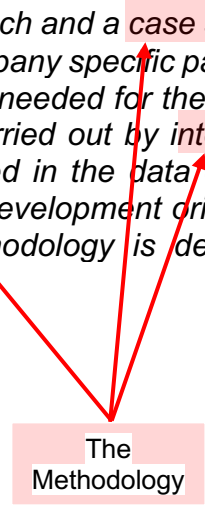
The Details in
another chapter



The Data
type



The
Methodology



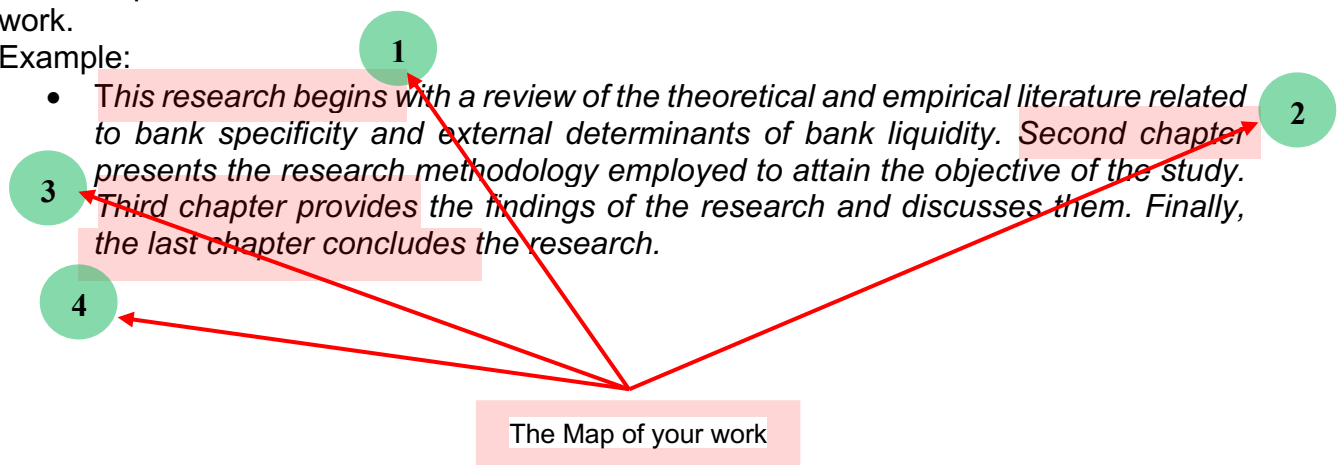
Step 7: Map out your research

The final part of the introduction is often dedicated to a brief overview of the rest of the work.

Example:

- *This research begins with a review of the theoretical and empirical literature related to bank specificity and external determinants of bank liquidity. Second chapter presents the research methodology employed to attain the objective of the study. Third chapter provides the findings of the research and discusses them. Finally, the last chapter concludes the research.*

The Map of your work



D.7- Literature review

Literature review aims to show what is already known about a topic and what other researchers have done and discovered. The body of literature should be comprehensive, focused, organized clearly and relevant to the topic. Provide enough but not exhaustive details, since your reader is a professional and familiar with the topic. You need to show how your work relates to what has been done by other researchers.

Keep in mind that your literature review is chronologically and thematically organized, as well as properly referenced. Your work should be well organized, easy to follow up and the statements provided should be supported by previous research and actual facts. Focus on related studies to the topic and avoid irrelevant data and vague sources.

You can use at this level many sources: Elsevier, Emerald, ScienceDirect, Springer, Electronic journals from ResearchGate; Google Scholar; Web of science; and documents from national or international associations, public administrations (WB, IMF and UN).

Example presenting the table of contents from the literature review chapter for a master's research:

Chapter Two: Theoretical Background and Literature Review	9
2.1 Introduction.....	10
2.2 Theories underlying capital structure	10
2.2.1 Irrelevance theory.....	10
2.2.2 The tradeoff theory	13
2.2.3 Pecking order theory.....	14
2.2.4 Agency cost theory	17
2.2.5 Market timing theory.....	18
2.2.6 Capital structure determinants affecting leverage level	22
2.3 Variables conceptualization:	24
2.3.1 Tangibility.....	24
2.3.2 Firm size.....	25
2.3.3 Profitability.....	26
2.3.4 Growth opportunity.....	27
2.3.5 Financial Risk	28
2.3.6 Leverage.....	28
2.3.7 Firm's value.....	29
2.4 An overview of Lebanese banking sector	32
2.5 Literature review.....	33
2.5.1 The relation between capital structure determinants and leverage level.....	33
2.5.1.1 The impact of tangibility on leverage level.....	33
2.5.1.2 The impact of size on leverage level	34
2.5.1.3 The impact of profitability on leverage level.....	35
2.5.1.4 The impact of growth opportunity on leverage level.....	36
2.5.1.5 The impact of financial risk on leverage level	37
2.6 The impact of leverage on firm's value.....	38
2.7 The impact of capital structure determinants on firm's value	39
2.7.1 The impact of tangibility on firm's value.....	39
2.7.2 The impact of size on firm's value	40
2.7.3 The impact of profitability on firm's value.....	41
2.7.4 The impact of growth opportunity on firm's value.....	42
2.7.5 The impact of financial risk on firm's value.....	42
2.8 The mediating effecting role of leverage on the relationship between capital structure determinants and firm's value:	43
2.8.1 The impact of tangibility on firm's value through leverage.....	44
2.8.2 The impact of size on firm's value through leverage	44
2.8.3 The impact of profitability on firm's value through leverage.....	45
2.8.4 The impact of growth opportunity on firm's value through leverage.....	45
2.8.5 The impact of financial risk on firm's value through leverage	46
2.9 Summary	47

The theories related to your topic

The empirical studies related to your topic

Here same good examples for writing style of literature review:

- Another dimension of corporate governance studied before and after the financial crisis is the ownership structure. The issue of ownership concentration is salient for European Union commissions and organizations as a vast percentage of European banks are controlled by a few numbers of shareholders.

The agency theory stated that the separation between ownership and control increases the conflict of interests between managers and shareholders (Jensen and Meckling, 1976). In widely held companies, a new type of conflict can appear between large and small shareholders, especially in countries with weak protection practices (Bebchuck et al., 2000). For Faccio et al. (2002) the risk of expropriation is at the highest level when the ultimate shareholders use the deviation from one share-one vote devices (dual class voting shares and pyramid structures). Bebchuck et al. (2000) pointed out that the excess of voting rights over cash-flows rights could reduce the overall performance and distort corporate decision with

The theories related to your topic

respect to investment projects choice. To sum up, from a theoretical viewpoint, a concentrated ownership structure and a low level of deviation between ownership rights and voting rights can limit the power of the manager or outside block-holder in a way to prevent entrenchment behavior and the expropriation of private benefits.

The empirical results showed that the ownership structures of European banks vary with the protection level of investors (EL-Chaarani, 2015, EL Chaarani & EL Abiad, 2019). Caprio et al. (2007) and Busta (2008) revealed a mutual impact of ownership concentration and regulation on bank performance. For the authors it is not possible to study the impact of banks' ownership without considering their legal protection practices. They found that ownership concentration has a positive impact on bank performance in countries with a weak protection level of investors. Westman (2011) found that European banks with high managerial ownership concentration perform better than banks with dispersed ownership structure. He argued that the management-ownership concentration can be used as a monitoring tool in banks that are difficult for outsiders to control. Grove et al. (2009) pointed out a positive impact of ownership concentration on the performance of US banks. Kobeissi and Sun (2010) also showed a positive association between ownership structure and private bank performance. Antoniadou et al. (2010) for Greek banks and Magalhaes et al. (2010) for 795 banks worldwide showed a nonlinear relationship between ownership concentration and bank performance.

The studies
related to
your topic

D.8- Empirical study

Step 1: setting your methodology approach

You should be sure from the beginning what methods you are going to use. First, you must be familiar with the methods, and second, you must have the equipment for the measurements. Methods can be understood as the links between existing and new information, between theory and practice. Commonly, two types of methods are distinguished - quantitative and qualitative. Quantitative research is based on scientific methods. its aim is to be as objective as possible, and is often based on measurable values (and statistics). Conclusions are then drawn from the analysis of the measured data.

Qualitative research is often based on subjective information, which is not given as a numeric value (e.g. opinions of population on an issue). These will be described in words rather than in numbers, so it cannot be statistically treated. In some studies, the authors can use quantitative and qualitative methods at the same time.

Step 2: Describe your methods of data collection

Once you have introduced your overall methodological approach, you should give full details of the methods you used to conduct the research. Outline the tools, procedures and materials you used to gather data, and the criteria you used to select participants or sources.

For Quantitative methods there are 3 methods that can be used to collect data:

- Surveys
- Experiments
- Existing data

Example:

Quantitative
method

- The survey consisted of 5 multiple-choice questions and 10 questions that the respondents had to answer with a 7-point Likert scale. The aim was to conduct the survey with 350 customers of Company X on the company premises in The Hague from 4-8 July 2017 between 11:00 and 15:00. A customer was defined as a person who had purchased a product from Company X on the day of questioning. Participants were given 5 minutes to fill in the survey anonymously, and 408 customers responded. Because not all surveys were fully completed, 371 survey results were included in the analysis.

For Qualitative methods there are also 3 methods that can be used to collect data:

- Interviews or focus groups
- Participant observation
- Existing data

Example:

Qualitative
method

- In order to gain a better insight into the possibilities for improvement of the product range, semi-structured interviews were conducted with 8 returning customers from the main target group of Company X. A returning customer was defined as someone who usually bought products at least twice a week from Company X. The surveys were used to select returning customer participants who belonged to the target group (20-45 years old). Interviews were conducted in a small office next to the cash register, and lasted approximately 20 minutes each. Answers were recorded by note-taking, and seven interviews were also filmed with consent. One interviewee preferred not to be filmed.

Step 3: Describe your methods of analysis

You should indicate how you processed and analyzed the data.

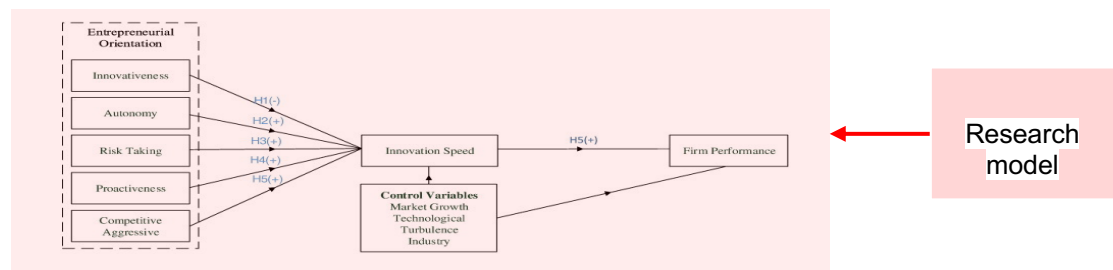
In quantitative research, your analysis will be based on numbers. In the methods section you might include: Which software you used to analyze the data and which statistical methods you used. SPSS is the frequently used software.

In qualitative research, your analysis will be based on language, images and observations. Methods might include: Content analysis and Narrative analysis.

Step 4: Describe your research model

The research model is an important component of your dissertation or master research. It describes exactly what you plan to do and how you plan to do it, showing your supervisor that your project is both practically feasible and capable of answering your research questions.

Example:



The research model can be presented in form of mathematical model as the following example:

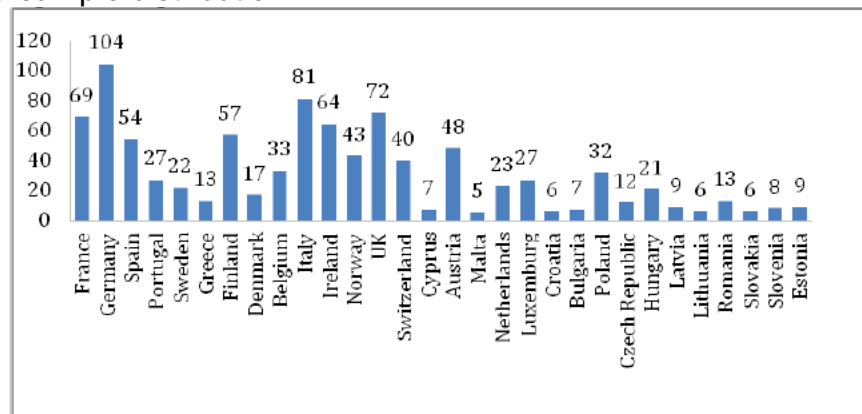
$$(\text{Bank Performance})_{it} = \beta_0 + \beta_1 OC_{it} + \beta_2 BOI_{it} + \beta_3 BOS_{it} + \beta_4 CEOD_{it} + \beta_5 CA_{it} + \beta_6 ExCO_{it} + \beta_7 Bsize_{it} + \beta_8 LEV_{it} + \beta_9 NPEL_{it} + \varepsilon_{it}$$

Research model

Step 5: Describe your sample

You have to describe your sample. Sample is the number of people or companies that are selected from the entire population for the purpose of research by the researcher. A sample is the true representative of the entire population and the values driven out from that sample are held to true for the entire population.

Example of a sample distribution:



Sample description

Example of a sample description:

- The amount of total loans is 24,263,298.8 million EUR for the population, while the amount of total loans for the sample is 4,846,451.69 million EUR. As for bank deposits, the amount is 22,575,049.74 million EUR for the population and 4,767,927.23 million EUR for the sample.

Step 6: Present your findings

Usually, you begin by outlining any descriptive or exploratory/confirmatory analyses (e.g., reliability tests, factor analysis) that were conducted. You next address the results of the tests of hypotheses. You discuss later any ex post facto analysis. Tables and/or figures should be used to illustrate and summarize all numeric information.

For qualitative and historical research, this chapter usually is organized by the themes or categories uncovered in your research. If you have conducted focus groups or interviews, it is often appropriate to provide a brief descriptive (e.g., demographic) profile of the participants first. Direct quotation and paraphrasing of data from focus groups, interviews, or historical artifacts then are used to support the generalizations made. In some cases, this analysis also includes information from field notes or other interpretative data (e.g., life history information).

When you have finished the draft of the results section, go through it and check against the list of questions:

- Are the findings clearly presented?
- Are the graphs and tables well organized and easy to understand?
- Are they presented in the required format?

- Are only the most important results presented?
- Are they commented on in the text? findings presentation
- Are the figures and tables effectively and logically integrated in the text?

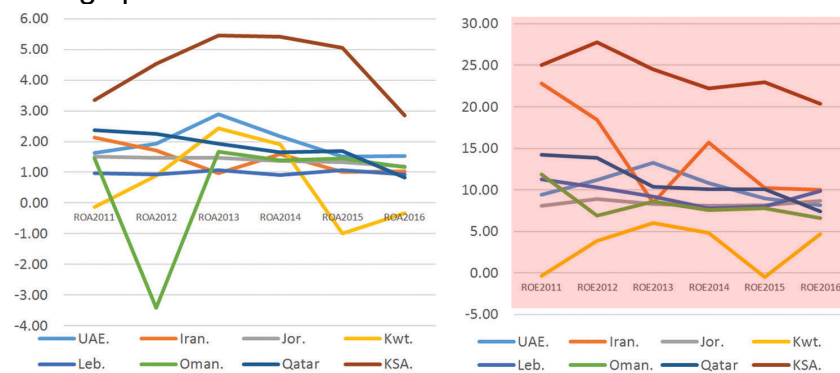
Example 1 of findings presentation:

- The main results of regressions refer to the presence of significant relationships between the number of committees (CA) and bank performance in all European countries. If the number of committees increases, bank performance (ROA and ROE) increases in regressions A1, A2, B1, B2, C1 and C2. The presence of special committees represents an important tool to monitor corporate practices and protect shareholders value in the banking sector. For example, the presence of a remuneration committee can reduce the agency problem by designing incentive plans to align the interest of the CEO with those of the owners. Moreover, the presence of an audit committee can reduce the risk of expropriation by blockholders. These results come in line with the findings of Adams and Mehran (2003) in which they stated that the number of committees is one of the most important tools to improve the performance of US banks.

Findings presentation

Comparison with prior studies

Example 2 of findings presentation:



Findings presentation

D.9- Discussion and Conclusion

The purpose of this chapter is not just to reiterate what you found but rather to discuss what your findings mean in relation to the theoretical body of knowledge on the topic and your profession. Typically, students skip on this chapter even though it may be the most important one because it answers the "So what?" question.

Begin by discussing your findings in relation to the theoretical framework introduced in the literature review. In some cases, you may need to introduce new literature (particularly with qualitative research).

This chapter also should address what your findings mean for communication professionals in the field being examined. In other words, what are the study's practical implications? what are the study's recommendations?

Example of conclusion:

- This research proposes to focus on the capital structure and financial performance of the banking sector in Middle East countries for the period 2011-2016. Based on 143 banks and 723 observations extracted from eight countries (Lebanon, Qatar, Kuwait, Jordan, Oman, Iran, the Kingdom of Saudi Arabia and the United Arab

Findings summary

Emirates), the results reveal that the capital structure affects the performance of the banking sector measured by the profitability ratios and not vice-versa. The results do not show any impact of a bank's profitability on its capital structure. We assume that the capital structure of banks is mainly affected by the requirements of national and international regulators and not by the level of profitability. These results come in line with the Pecking Order Theory.

Therefore, banks have to pay attention to their capital structure and financial decisions.

Relationship
with theories

Recommendation

D.10- Appendices

Appendices are useful because they provide the reader with information that supports your study without breaking up the narrative or distracting from the main purpose of your paper. If you have a lot of raw data or information that is difficult to present in textual form, consider uploading them at the end of your study.

Appendices can consist of figures, tables, maps, photographs, raw data, computer programs, interview questions, sample questionnaires, etc.

D.11- References

A bibliography is a list of all of the sources you have used (whether referenced or not) in the process of researching your work. In general, a bibliography should include: the authors' names, the titles of the works, the names and locations of the companies that published your copies of the sources.

Here are some good examples of thesis bibliography:

- El Chaarani, H., & El Abiad, Z. (2018). *The impact of technological innovation on bank performance. Journal of Internet Banking and Commerce*, 23(3), 1-33.
- El-Chaarani, H., & El-Abiad, Z. (2019). *Exploring the financial dimensions of Lebanese SMEs: comparative study between family and non-family business. International Review of Management and Marketing*, 9(3), 19-30.
- El-Chaarani, H. (2019). *Determinants of bank liquidity in the Middle East region. International Review of Management and Marketing*, 9(2), 64-93.

Authors
name

Title of
reference

Pages number

Source of reference

Volume and
Issue number

Citation style guidelines are often published in an official handbook containing explanations, examples, and instructions. Your supervisor should guide you to choose the citation style. The most common citation styles are the following:

- MLA style in the humanities (e.g. literature or languages).
- APA style in the social sciences (e.g. psychology or education).
- Chicago author-date in the science.

-E- Before Submitting!!!! Check Some Important Details

“Attention to the details while sailing, you are not in harbor. Do not trust your huge ship in the middle of risky ocean”

Hani El Chaarani

E-Before Submitting!!!! Check Some Important Details

Step 1: Check if you answered your research question and verified your hypotheses

Do not forget to answer your questions and verify your hypotheses that you explore through your research. The answers to the questions and the verification of hypotheses are your research findings. **So do not include in results and discussion sections (to be verified)**, the answers to your research question and the verification of your hypotheses.

Example:

Answer of
research
question

- Regression 4 completes this evidence by demonstrating that the ownership concentration in French civil law countries rises as a proxy mechanism to limit the risk of expropriation which is consistent with the hypothesis (H4) which indicates that a high level of concentrated ownership reduces the risk of expropriation through debt.

Verification of
hypothesis

Step 2: Check the format of your work

Every master's thesis must comply with the requirements listed below:

- 1- Font style has to be 12 point and the only accepted typefaces are Times New Roman or Arial,
- 2- Margins should be 1 inch on all sides,
- 3- Page numbering must be sequential using Arabic numerals (1, 2, 3, 4, 5...),
- 4- The title page does not have a printed page number,
- 5- Acknowledgments, Table of Contents, Dedications, and other preliminary pages to the thesis must use small Roman numbering (e.g., i, ii, iii, iv),
- 6- Footnotes must be placed on the bottom of the page and must be numbered sequentially,
- 7- Justify your paragraphs,
- 8- The body of the text in a manuscript must be double spaced,
- 9- No breaks in lines between paragraphs are permitted,
- 10- A new chapter has to be in a new page.
- 11- Extensive sections of blank space are not permitted in the manuscript. For example, a photo that occupies a large part of a page.
- 12- A page cannot end with a heading or the first line of a paragraph.

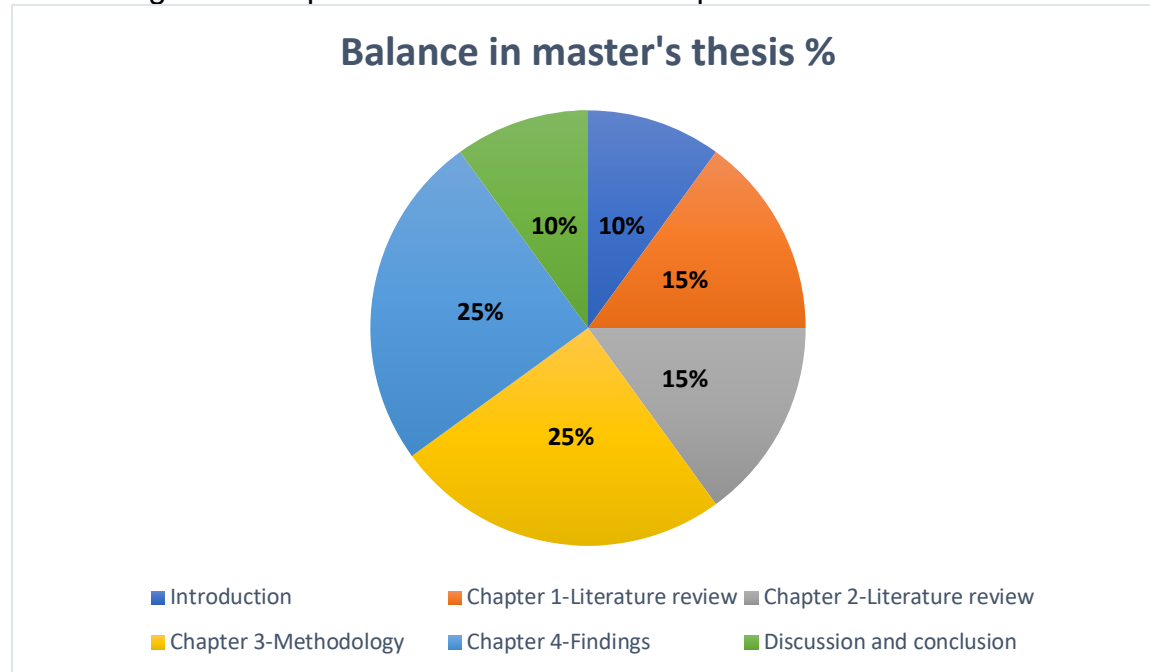
You can use the following table to verify the format style of your research:

Check list →	12 pt. for font	Arial or TNR typefaces	Margin 1 inch	Page number Arabic Style	Title page: no page number	Small Roman number for Acknowledgement and others related pages	Footnote in the bottom with number	Double space for line spacing	No breaks in lines between paragraphs	New page for the new chapter	Justify your paragraph	No Extensive blank and big photo	Do not end the page with new title
Yes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Step 3: Check the balance between your chapters

Ensure none of your chapters is out of balance. Do not include any too-short chapters or too long chapters.

Here is a good example of balance between chapters in a master's thesis:



Step 4: Review your plagiarism level

Before submitting your master's thesis you should check the plagiarism level. There is a lack of consensus or clear-cut-rules on what percentage of plagiarism is acceptable in a manuscript. Usually, a text similarity below 20% is acceptable for a master's thesis.

Step 5: Do not forget the introduction and the conclusion of each chapter

Everything that you write should be justified by the goals of the document. Introductions, conclusions and "linking" material between chapters must be written in order to support your overall argument and assist the readers by letting them know what they are about to read.

Step 6: Verify that your literature review is focused on your main subject

Writing a literature review involves finding relevant publications (such as books and journal articles) related to your master's subject. Therefore, you should include in your literature a meaningful theoretical and empirical studies related to your research objective. Do not lose your focus and go out of your subject.

Step 7: Discuss your empirical findings with experts, instructors and supervisor

Discuss the results and achievements of your topic with experts, your instructors and your supervisor. Their feedbacks are very important to make the needed adjustments and achieve the objective of your thesis.

Step 8: Verify your references

You should also check your in-text citations against your list of complete references. You will need to ensure that every source cited in the document also appears in the reference list. In most cases it will also be essential to include in the list only those sources that are directly cited in the document, but this is not uniform, and bibliographies can contain references to additional sources.

Step 9: Verify your achievement level

At the end of the master's thesis, student can verify his/her level of achievement by using the following table:

	Yes	No	Comments
Did I set my research question			
Is my question Clear			
Is my question Focused			
Is my question Concise			
Is my question Complex			
Is my question Arguable			
Is my question Empirically feasible			
Did I Read All the information related to my topic			How many references:
Did I define the plan of my thesis			How many chapters:
Am I avoiding plagiarism			
What is the percentage of my plagiarism			Level of plagiarism:
Am I keeping track of my references			
Did I write the title page			
Did I write the abstract			
Did I write the keywords			
Did I write the acknowledgement			
Did I write the dedication			
Did I write the table of contents			
Did I write the list of Tables			
Did I write the list of Figures			
Did I finish the introduction			
Did I used the hook in the introduction			
Did I write the background and research gap in the introduction			
Did I establish my research question in the introduction			
Did I establish my objective in the introduction			
Did I define the hypotheses in the introduction			
Did I briefly introduce the methodology in the introduction			
Did I present the map of my research in the introduction			
Did I achieve the literature review			
Did I present the theories related to my topic			
Did I present the empirical findings related to my topic			
Did I finish the empirical study			
Did I set the methodology			
Did I present the method of data collection			
Did I present the method of analysis			
Did I present the research model			
Did I present the sample			
Did I present the results of the study			
Did I present the discussion and conclusion			
Did I write the references			
Did I review my master's thesis			
Did I answer the research question			
Did I verify the hypotheses			
Did I Check the format			
Font style has to be 12 point and the only accepted typefaces are Times New Roman or Arial,			

Margins should be 1 inch on all sides,			
Page numbering must be sequential using Arabic numerals (1, 2, 3, 4, 5...),			
The title page does not have a printed page number,			
Acknowledgments, Table of Contents, Dedications, and other preliminary pages to the thesis must use small Roman numbering (e.g., i, ii, iii, iv),			
Footnotes must be placed on the bottom of the page and must be numbered sequentially,			
Justify your paragraphs,			
The body of the text in a manuscript must be double spaced,			
No breaks in lines between paragraphs are permitted,			
A new chapter has to be in a new page,			
Extensive sections of blank space are not permitted in the manuscript. For example, a photo that occupies a large part of a page,			
A page cannot end with a heading or the first line of a paragraph.			
Did I verify if I do not forget the introduction and the conclusion of each chapter			
Did I verify if the literature review is focused on the main subject			
Did I Discuss the empirical findings with experts			
Did I verify the references			



-F-

After Submitting!!!! Prepare Your Presentation

“To reach port we must sail-sail, not tie at anchor”

Franklin Roosevelt

F-After Submitting!!!! Prepare Your Presentation

When the supervisor believes the thesis is ready, the student will distribute it to the committee. The supervisor will designate the time and place of the oral defense and notify all members of the thesis committee. The oral defense should be scheduled to allow a minimum of ten days for all members of the thesis committee to review the thesis.

Step 1: Prepare the content of your presentation

The content of your presentation is the mirror of your thesis. Therefore, you need to prepare the content of your presentation in order to present your research work in a professional way. You should:

1. Restate your research questions.
2. Present briefly your literature review and your hypotheses.
3. Present your methodology.
4. Present your sample.
5. Show your results.
6. Show how your results answer these questions.
7. Show what contribution you have made.
8. State any limitations to the work you have done.
9. Suggest future research.
10. Make any recommendations.

Step 2: Define the plan of your presentation: 12 slides maximum!!!

The basic structure of your presentation has to be as follow, this structure is a general outline and not a fix guide:

Title Slide: Cover slide

- Title of project.
- Your name, degrees, certifications.
- Thesis Advisor's name(s).

Slide 1: Plan

- Show the plan of your presentation.

Slide 2- 4: Introduction

- Provide Background on your topic.
- Establish the need for your research.
- Restate your research questions.

Slide 5-6: Literature review

- Show the Supporting Literature.
- Purpose statement & Hypothesis(es)

Slide 7-8: Methods

- State study design
- Define your sample
- Instrumentation (e.g., surveys, interviews)
- Define your variables

Slide 9-10: Results

- Statistical Analysis
- Results presentation

Slide 11-12: Conclusion

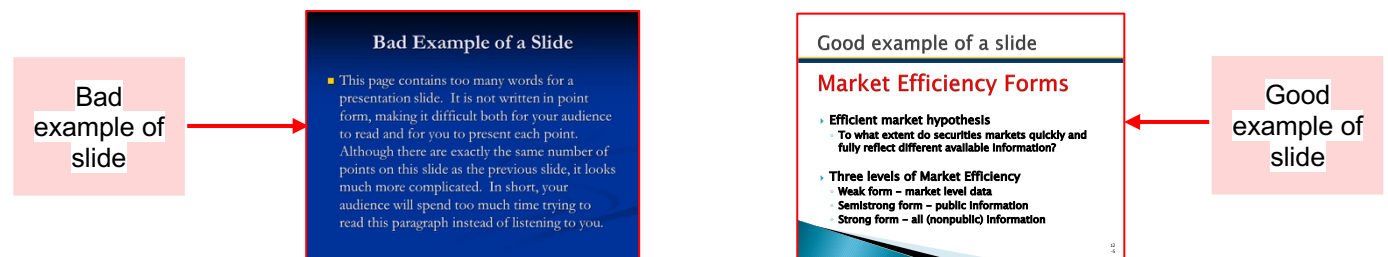
- Discussion
- Recommendations

Step 3: Use PowerPoint or other software to create slides

You should prepare a presentation of the research that comprises the thesis. Your slides should encapsulate the work and focus on its most salient contributions. In preparing, ask yourself these questions: “What do I want people to know about my thesis? What is the most important information that I can present and talk about?” Here are some basic tips:

- 1• Use text large enough to be readable by the audience and do not use large paragraphs:

Here are good and bad examples of slides content:

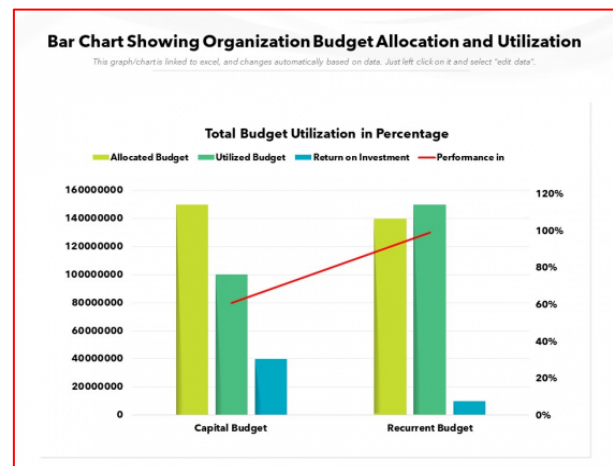
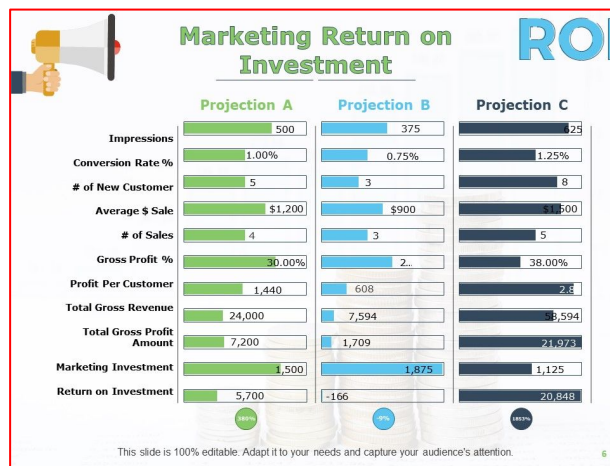


2• Ensure numbers, graphics and tables are clear

Here are good and bad examples of numbers in slides:

Bad
example of
slide

[Company Name] Profit and Loss (P&L) Statement (USD \$ millions)												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Revenue stream 1	587.0	598.3	602.8	615.4	625.2	635.1	643.2	653.4	665.8	678.4	687.1	698.0
Revenue stream 2	145.6	147.9	150.2	152.6	155.0	157.5	160.0	162.5	165.1	167.7	170.4	173.1
Returns, Refunds, Discounts	(21.0)	(21.3)	(21.7)	(22.0)	(22.4)	(22.7)	(23.1)	(23.5)	(23.8)	(24.2)	(24.6)	(25.0)
Total Net Revenue	711.6	722.9	734.3	746.0	757.8	769.9	782.1	794.5	807.1	819.9	832.9	846.1
Cost of Goods Sold	269.6	273.9	278.2	282.7	287.1	291.7	296.3	301.0	305.8	310.7	315.6	320.6
Gross Profit	442.0	449.0	456.1	463.3	470.7	478.2	485.7	493.5	501.3	509.2	517.3	525.5
Expenses												
Advertising & Promotion	18.7	19.1	19.5	19.8	20.2	20.6	21.0	21.5	21.9	22.3	22.8	23.2
Depreciation & Amortization	108.7	110.9	113.1	115.3	117.6	119.9	122.3	124.8	127.2	129.8	132.3	135.0
Insurance	1.1	1.1	1.1	1.2	1.2	1.2	1.3	1.3	1.3	1.3	1.4	1.4
Maintenance	5.7	5.8	5.9	6.0	6.2	6.3	6.4	6.5	6.7	6.8	6.9	7.1
Office Supplies	2.8	2.9	2.9	3.0	3.0	3.1	3.2	3.2	3.3	3.3	3.4	3.5
Rent	5.8	5.9	6.0	6.2	6.3	6.4	6.5	6.7	6.8	6.9	7.1	7.2
Salaries, Benefits & Wages	251.2	256.2	261.3	266.5	271.8	277.2	282.7	288.3	294.0	299.9	305.8	311.9
Telecommunication	1.5	1.5	1.6	1.6	1.6	1.7	1.7	1.8	1.8	1.8	1.9	2.0
Travel	2.3	2.3	2.4	2.4	2.5	2.5	2.6	2.6	2.7	2.7	2.8	2.9
Utilities	1.4	1.4	1.5	1.5	1.5	1.5	1.6	1.6	1.7	1.7	1.7	1.8
Other Expense 1	3.8	3.9	4.0	4.0	4.1	4.2	4.3	4.4	4.4	4.5	4.6	4.7
Other Expense 2												
Total Expenses	403.0	411.0	419.2	427.5	436.0	444.7	453.5	462.5	471.7	481.1	490.6	500.4
Earnings Before Interest & Taxes	39.0	38.0	36.9	35.8	34.7	33.5	32.2	30.9	29.6	28.2	26.7	25.2
Interest Expense	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Earnings Before Taxes	36.5	35.5	34.4	33.3	32.2	31.0	29.7	28.4	27.1	25.7	24.2	22.7
Income Taxes	10.9	10.6	10.3	10.0	9.7	9.3	8.9	8.5	8.1	7.7	7.3	6.8
Net Earnings	25.5	24.8	24.1	23.3	22.5	21.7	20.8	19.9	19.0	18.0	16.9	15.9



Good
examples
of slide

Step 4: Practice and review the details of your presentation

1• Time your presentation to ensure it will fit within the allotted time while allowing time for some questions. In general, you have between 10 and 15 minutes maximum.

Allowed time for presentation


2• Use spell check and proof-read. Do not forget to check your slide because Grammatical errors, misspellings, typographical mistakes, etc. are unacceptable.

3• Practice your presentation

- Try to duplicate the speech setting as much as you can.
- Practice in the room where you'll be speaking, if you can.
- Stand up. You get more realistic voice projection.
- Rehearse with props and visual aids.

4• Work on pronunciation, if required

- Don't worry that much about the accent.
- Speak Slowly and exaggerate the Sounds.
- Pay attention to the physical aspect of pronunciation.
- Listen to Pronunciation-Focused Podcasts and Videos.



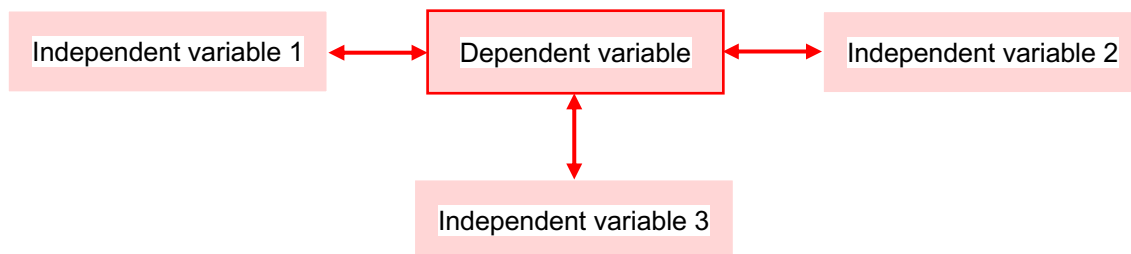
Appendix A: Quantitative method The easy guide

Appendix A: Quantitative method-The easy guide

Definition

Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques.

Your goal in conducting quantitative research study is to determine the relationship between one thing [an independent variable] and another [a dependent or outcome variable] within a population.



Quantitative research deals in numbers, logic, and an objective stance. Quantitative research focuses on numeric and unchanging data and detailed, convergent reasoning rather than divergent reasoning

Here are some good examples of studies using quantitative method:

- Survey to study the customers loyalty level after using a new marketing technic.
- Using financial data to study the performance of companies during many years.
- Using marketing innovation variables and financial data to study the impact of innovation on the financial performance of many companies.
- Compare between two types of banks: commercial and investment banks.
- Study the impact of capital structure of SMEs on their financial performance.
- Study the volatility of financial markets during crisis period.

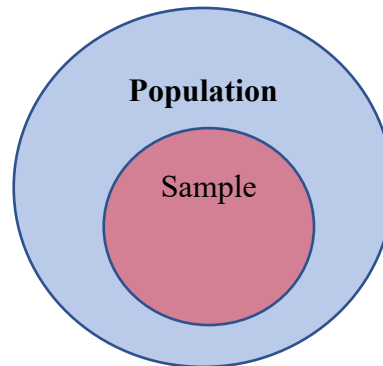
What are the different steps of quantitative method?

The methods section of a quantitative study should describe how each objective of your study will be achieved. The different steps of quantitative method are:

- Study population and sampling: where did the data come from.
- Data collection: describe the tools and methods used to collect information and identify the variables being measured; describe the methods used to obtain the data; and, note if the data was pre-existing [i.e., government data] or you gathered it yourself. If you gathered it yourself, describe what type of instrument you used and why. Note that no data set is perfect.
- Data analysis: describe the procedures for processing and analyzing the data. If appropriate, describe the specific instruments of analysis used to study each research objective, including mathematical techniques and the type of computer software used to manipulate the data.

Sampling and data collection method

There are two main sampling methods for quantitative research: Probability and Non-Probability sampling.



A theory of probability is used to filter individuals from a population and create samples in probability sampling. Participants of a sample are chosen in a random selection processes. Each member of the target audience has an equal opportunity to be selected in the sample.

Non-probability sampling is where the researcher's knowledge and experience are used to create samples. Because of the involvement of the researcher, not all the members of a target population have an equal probability of being selected to be a part of a sample.

There are different ways of survey distribution and data collection. Some of the most commonly used methods are:

- Email.
- Social distribution.
- SMS survey.
- Data available on the internet.
- Government and non-government sources.
- Commercial information sources.

A series of five thin, vertical, light green lines of varying heights on the left side of the page.

Appendix B:

Qualitative method

The easy guide

Appendix B: Qualitative method-The easy guide

The word qualitative implies an emphasis on the qualities of entities and on processes and meanings that are not experimentally examined or measured [if measured at all] in terms of quantity, amount, intensity, or frequency. Qualitative researchers stress the socially constructed nature of reality, the intimate relationship between the researcher and what is studied, and the situational constraints that shape inquiry. Such researchers emphasize the value-laden nature of inquiry. They seek answers to questions that stress how social experience is created and given meaning. In contrast, quantitative studies emphasize the measurement and analysis of causal relationships between variables, not processes. Qualitative forms of inquiry are considered by many social and behavioral scientists to be as much a perspective on how to approach investigating a research problem as it is a method.

The benefits of qualitative research are:

- Qualitative research tends to be transcribed or recorded via audio or video, making it easy to analyze responses at your convenience.
- Qualitative research gives you the ability to explore multiple topics in depth.
- Qualitative research tends to be cheaper to carry out than quantitative market research as the need to recruit large volumes of participants or use extensive methods is not as great.
- Qualitative research can be undertaken at times to suit you – you don't need to interview large numbers of participants all in one go.

The design of qualitative research is the most flexible of all the experimental techniques, so there are a number of accepted methodologies available to you.

- Action Research – Action research focuses on solving an immediate problem or working with others to solve problem and address particular issues.
- Ethnography – Ethnography is the study of human interaction in communities through direct participation and observation within the community you wish to study. Ethnographic research comes from the discipline of social and cultural anthropology but is now becoming more widely used.
- Phenomenology – Phenomenology is the study of the subjective experiences of others. It researches the world through the eyes of another person by discovering how they interpret their experiences.
- Grounded Theory – The purpose of grounded theory is to develop theory based on the data systematically collected and analyzed. It looks at specific information and derives theories and reasons for the phenomena.
- Case Study Research – This method of qualitative study is an in-depth study of a specific individual or phenomena in its existing context.

What are the different steps of qualitative method?

The methods section of a qualitative study should describe how each objective of your study will be achieved. The different steps of a qualitative method are:

- Collect your data. Each of the research methodologies has uses one or more techniques to collect empirical data, including interviews, participant observation, fieldwork, archival research, documentary materials, etc. The form of data

collection will depend on the research methodology. For example, case study research usually relies on interviews and documentary materials, whereas ethnography research requires considerable fieldwork.

- Analyze your data. Once you have collected your data, you can begin to analyze it and come up with answers and theories to your research question. Although there are a number of ways to analyze your data, all modes of analysis in quantitative research are concerned with textual analysis, whether written or verbal.

Data collection methods

There are different ways of data collection. Some of the most commonly used methods are:

- Direct observation – Direct observation of a situation or your research subjects can occur through video tape playback or through live observation. In direct observation, you are making specific observations of a situation without influencing or participating in any way. For example, perhaps you want to see how second career teachers go about their routines in and outside the classrooms and so you decide to observe them for a few days, being sure to get the requisite permission from the school, students and the teacher and taking careful notes along the way.
- Participant observation – Participant observation is the immersion of the researcher in the community or situation being studied. This form of data collection tends to be more time consuming, as you need to participate fully in the community in order to know whether your observations are valid.
- Interviews – Qualitative interviewing is basically the process of gathering data by asking people questions. Interviewing can be very flexible - they can be on-on-one, but can also take place over the phone or Internet or in small groups called "focus groups". There are also different types of interviews. Structured interviews use pre-set questions, whereas unstructured interviews are more free-flowing conversations where the interviewer can probe and explore topics as they come up. Interviews are particularly useful if you want to know how people feel or react to something. For example, it would be very useful to sit down with second career teachers in either a structured or unstructured interview to gain information about how they represent and discuss their teaching careers.
- Surveys – Written questionnaires and open-ended surveys about ideas, perceptions, and thoughts are other ways by which you can collect data for your qualitative research. For example, in your study of second career schoolteachers, perhaps you decide to do an anonymous survey of 100 teachers in the area because you're concerned that they may be less forthright in an interview situation than in a survey where their identity was anonymous.
- "Document analysis" – This involves examining written, visual, and audio documents that exist without any involvement of or instigation by the researcher. There are lots of different kinds of documents, including "official" documents produced by institutions and personal documents, like letters, memoirs, diaries and, in the 21st century, social media accounts and online blogs. For example, if studying education, institutions like public schools produce many different kinds of documents, including reports, flyers, handbooks, websites, curricula, etc. Maybe

you can also see if any second career teachers have an online meet group or blog. Document analysis can often be useful to use in conjunction with another method, like interviewing.

Data analysis methods

There are different ways of data analysis. Some of the most commonly used methods are:

- Coding – In coding, you assign a word, phrase, or number to each category. Start out with a pre-set list of codes that you derived from your prior knowledge of the subject. For example, "financial issues" or "community involvement" might be two codes you think of after having done your literature review of second career teachers. You then go through all of your data in a systematic way and "code" ideas, concepts and themes as they fit categories. You will also develop another set of codes that emerge from reading and analyzing the data. For example, you may see while coding your interviews, that "divorce" comes up frequently. You can add a code for this. Coding helps you to organize your data and identify patterns and commonalities.
- Descriptive Statistics – You can analyze your data using statistics. Descriptive statistics help describe, show or summarize the data to highlight patterns. For example, if you had 100 principal evaluations of teachers, you might be interested in the overall performance of those students. Descriptive statistics allow you to do that. Keep in mind, however, that descriptive statistics cannot be used to make conclusions and confirm/disprove hypotheses.
- Narrative analysis – Narrative analysis focuses on speech and content, such as grammar, word usage, metaphors, story themes, meanings of situations, the social, cultural and political context of the narrative.
- Hermeneutic Analysis – Hermeneutic analysis focuses on the meaning of a written or oral text. Essentially, you are trying to make sense of the object of the study and bring to light some sort of underlying coherence.
- Content analysis/Semiotic analysis – Content or semiotic analysis looks at texts or series of texts and looks for themes and meanings by looking at frequencies of words. Put differently, you try to identify structures and patterned regularities in the verbal or written text and then make inferences on the basis of these regularities. For example, maybe you find the same words or phrases, like "second chance" or "make a difference," coming up in different interviews with second career teachers and decide to explore what this frequency might signify.

References

EL Chaarani H., (2014), *Success keys of family business: A Comparison between French and Lebanese systems*, *journal of retail and business management- United Kingdom-Vol. 8 (1) 2013*, 22-92.

EL Chaarani H. (2015), *The Impact of Financial and Legal Structures on the Performance of European Listed Firms*, *The International Journal of Business and Finance Research*, Vol. 9 (2), 22-39.

El Chaarani, H., & El-Abiad, Z. (2017). *Financial behaviour of Lebanese family firms during political crises*. *Family Businesses in the Arab World*, 131-164.

El Chaarani, H., & El Abiad, Z. (2018). *The impact of technological innovation on bank performance*. *Journal of Internet Banking and Commerce*, 23(3), 1-33.

El Chaarani, H., & El-Abiad, Z. (2019). *Exploring the financial dimensions of Lebanese SMEs: comparative study between family and non-family business*. *International Review of Management and Marketing*, 9(3), 19-30.

El Chaarani, H. (2019). *Determinants of bank liquidity in the Middle East region*. *International Review of Management and Marketing*, 9(2), 64-93.

El Chaarani H., & El-Abiad Z., (2020). *The Determinants of using bank loans by women entrepreneurs: comparative study between Middle East and Western Europe countries*. *Asian Social Science*, 15(12), 114-130.

Lengálová A. (2010), *Guide to Writing Master Thesis in English*, Tomas Bata University in Zlin, 1-110.

Web-References

1. <https://explorable.com/what-is-a-literature-review>
2. <https://explorable.com/qualitative-research-design>
3. <http://www.qual.auckland.ac.nz/>
4. <http://www.socialresearchmethods.net/kb/qualapp.php>
5. <http://tobaccoeval.ucdavis.edu/analysis-reporting/.../CodingQualitativeData.pdf>
6. <https://statistics.laerd.com/statistical-guides/descriptive-inferential-statistics.php>
7. <https://explorable.com/qualitative-research-design>
8. <https://www.wikihow.com/Do-Qualitative-Research#aiinfo>

