

Master Thesis

Title	Master Thesis
Semester	F2025
Master programme in	Business Administration and Leadership
Type of activity	Master Thesis
Teaching language	English
Study regulation	Read about the Master Programme and find the Study Regulations at ruc.dk

REGISTRATION AND STUDY ADMINISTRATIVE

Registration	You register for activities through stads selvbetjening during the announced registration period, which you can see on the Study administration homepage.
Number of participants	
ECTS	30
Responsible for the activity	Ada Scupola (ada@ruc.dk)
Head of study	Pia Nielsen (pianie@ruc.dk)
Teachers	
Study administration	ISE Registration & Exams (ise-exams@ruc.dk)
Exam code(s)	U60032GB

ACADEMIC CONTENT

Overall objective	Overall objective In the Master thesis, the student must demonstrate knowledge and skills in applying scientific theories and methods in work on a defined, academic and relevant issue in business management. The Master thesis is a major, independent study project that is problem-oriented, exemplary and participant-managed. The Master thesis consists of a time-limited and targeted academic process in which a problem is formulated, analysed and processed.
Detailed description of content	The thesis can be written individually or in groups, and it can be written across Business Administration and Leadership and Business Studies. The thesis must be provided with a description of the course of his/her

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

The thesis starts with a thesis start-up seminar the semester prior to the thesis itself. A thesis contract is handed in to the administration prior to the start, and must be approved by the head of study, who then allocates a thesis supervisor. The thesis is supported by a thesis seminar consisting of 4 seminar sessions with teacher presentations, student presentations and discussions, workshops. The thesis seminar in Business Administration and Leadership and Business Studies is not compulsory, but it gives students a fantastic opportunity to gain advanced knowledge of theory, methodology, literature reviews and philosophy of science as well as the opportunity to present and discuss their own thesis in an informal forum. The students will acquire advanced knowledge, skills and competences on several aspects of the master thesis writing process such as theoretical and epistemological choices and application, methodology, different types of advanced literature review, master thesis structure, writing process and writing style. The master thesis seminar both refreshes the students of what they have learned so far in their education as well as introduces new and advanced elements/methods /epistemological angles. The Master Thesis Seminar at Business Studies and Business Administration is an advanced master level course touching upon all the main aspects of the thesis writing process. The overall aim of the Master Thesis Seminar is: • to provide inputs and inspiration for writing the master thesis; • to create a forum where the students have the opportunity to discuss both their own thesis ideas and common themes related to the master thesis writing process. The main themes of the seminar are: • Problem formulation and its relation to the other elements of the thesis (e.g. theory, method, philosophy of science) • Role and choice of theory and literature reviews • Role and choice of philosophy of science • Role and choice of methodology and research design • Relations with external organizations/companies

The Master Thesis Seminar at Business Studies and Business Administration is not mandatory, but it gives the students the great opportunity for getting advanced knowledge about theory, methodology, literature review and philosophy of science as well as the opportunity to present and discuss students' own thesis projects in an informal forum. Therefore, participation to the thesis seminar is especially beneficial in the initial phase of the thesis writing process and this is the reason why it starts almost simultaneously with the official start of the thesis semester. The Master Thesis Seminar consists of 4 seminars, 2 almost full days seminar and two seminars of 2.5 hours each. Each seminar consists of teacher presentations, student presentations and discussions and workshops. The detailed content description of each course seminar: Seminar 1 This seminar focuses on the thesis process, writing the description of master program and theory. In this seminar we conduct the following activities: • Make a draft of your own study program description that has to be attached to the final thesis • Focus on the thesis writing

process • Presentations and discussions of theory and different ways of applying it in the master thesis • Discussions on the choice of theory (s) and on theory constructions in your master thesis • Presentations and discussions of literature reviews • Introduction to various types of literature reviews

Seminar 2 In this seminar, we focus on research methods and philosophy of science and we conduct the following activities: • Presentations, discussions and reflections on method, method selection, method combinations and application in the thesis • Presentations, discussions and reflections on access to and construction of empirical data. • Introduction of various data collection techniques • Presentations and discussions of different types of data sources • Reflections on opportunities for creating good collaborations with companies in the master thesis process. • Presentations, discussions and reflections on what philosophy of science is with focus on epistemology and ontology • Presentations, discussions and reflections on the use of philosophy of science in the thesis • Discussion on actual and specific issues in relation to the philosophy of science in your thesis

Seminar 3 This seminar is based on the students' interests and challenges they might have with the thesis writing process. We meet and discuss YOUR challenges, which may include collaboration with companies, access to data, analysis, use of theory, difference between theory and literature, etc.

Seminar 6 In this seminar we conduct a Mid-term evaluation for those who want it. The idea is that students give feedback to each other on the basis of a written part of the whole thesis. Basic literature Will be provided during lectures. Teaching and working methods Teaching consists of lectures, discussions, presentations and mini-workshops where the students discuss and reflect on different aspects of the thesis writing process

Course material and Reading list

It will be distributed in class

Overall plan and expected work effort

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

Format

Evaluation and feedback

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

Programme

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

ASSESSMENT

Overall
learning
outcomes

- Apply research-based knowledge and understanding within the field of leadership. Including reflecting on the placement of their own thesis within the subject area of the program.
- Identify and present an academic problem formulation related to leadership.
- Select, apply, and evaluate relevant scientific literature as well as relevant scientific methods and theories in connection with leadership and in relation to a self-selected problem formulation.
- Select, present, and justify the choice of a research design based on relevant scientific theory and select, apply, and justify research methods relevant to the analysis.
- Analyze, categorize, discuss, reflect on, and evaluate theories in leadership on a scientific basis, thereby demonstrating theoretical overview, depth, and conceptual clarity in the analysis of cases and/or issues related to leadership.
- Independently initiate, manage, and complete a project based on a complex, interdisciplinary problem formulation and in a reflective and critical manner carry out lengthy academic research and writing process and communicate research-based knowledge to peers and practitioners.
- Finally, students will be able to critically assess and reflect on their own learning.

Form of
examination

Master thesis exam based on the written product and the oral exam

The master thesis can be written individually or in a group. Permitted group size: 2-4 students.

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

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

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

The character limits of the master thesis are:

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

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

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

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

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

The master thesis must include a summary.

The summary can either be written in English or Danish.

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

Time allowed for exam including time used for assessment for:

1 student: 30 minutes.

2 students: 60 minutes.

3 students: 75 minutes.

4 students: 90 minutes.

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

	<p>Permitted support and preparation materials at the oral exam: All.</p> <p>Assessment: 7-point grading scale Moderation: External examiner</p>
Form of Re-examination	Samme som ordinær eksamen / same form as ordinary exam
Type of examination in special cases	
Examination and assessment criteria	<ul style="list-style-type: none"> • Written and oral demonstration of empirical and theoretical knowledge of business administration within the subject area of the thesis, and argumentation for the choice of a delimited, academically relevant, scientific problem statement. • Identify and critically argue for the choice of academic literature and methodology as well as a scientific-theoretical standpoint to illuminate the chosen issue, including demonstrating an understanding of the academic genre and the audience at which the thesis is aimed. • Independently combine and master academic insights (theories, methods, approaches) • Independently translate theories, methods and approaches into an academic study and analysis in accordance with academic text standards and for an academic audience.
Exam code(s)	Exam code(s) : U60032GB