Master in Management
Master Thesis Guidelines

1. Introduction

1.1. Goal

The goal master Thesis and to a somewhat lesser extent, also for a bachelor Thesis is to produce an original piece of scientific work. With his master/ bachelor Thesis, the student is supposed to demonstrate his ability to work scientifically on a given topic and to apply both their theoretical and practical knowledge that they have acquired during the course of their study.

Academic competence should be demonstrated through cogently structuring of a research problem, a thorough and solid literature review, precision, clarity and argumentative rigor throughout the Thesis and ideally creative and original thought on the topic at hand. For empirical theses, adequate and correct application of analysis techniques is a crucial success factor. In the literature review, the key is to identify and select the truly relevant sources for the research topic at hand. All Theses should adhere with academic standards concerning correct referencing (see paragraph 4 and paragraph 5). Further orthographic mistakes should be avoided.

Criteria for the evaluation of a Thesis are:

- **Form** (orthographic mistakes, correct formatting, correct referencing)
- **Completeness** and **Selection** in the **Literature Review**
- **Level of Difficulty** (some Thesis topics such as empirical theses are more difficult than others)
- **Independence of Work**
- **Quality of Argumentation**
- **Correctness and Appropriateness of Methodological Approach** (e.g. use of analysis techniques)
- **Creative and Innovative Thoughts**

1.2. Length

Bachelor Thesis length should be minimum 30 pages of text plus figures. Master Thesis length depends on the topic and is discussed with the supervisor. However, the Thesis should contain a minimum 50 pages of text plus figures.
1.3. Language

Bachelor Thesis may be written in French or English. Master Thesis must be written in English.

2. Structure

The specific structure of any Master’s Thesis is discussed and decided with the advising Professor/Assistant. The general structure of a Master’s Thesis must include the following elements:

**Introduction:** The introduction must precis the context as well as the specific research question you are interested in. Ideally, your research question must be original and easily understandable.

**Literature review:** In the literature review, you must define the main concepts and identify the relevant contributions related to your research question. The literature review must also highlight the relevance of your research question. The literature review also shows your ability to comprehend and summarize the state of knowledge concerning a particular research topic.

**Methodology:** For empirical projects, it is necessary to precis the context, sample, questionnaire and method of analysis that is used in the Master’s Thesis.

**Results:** In this section, you must develop the main results of your research. This section is mainly descriptive and does not have to duplicate the discussion section.

**Discussion:** The discussion section must underline the theoretical, practical and/or methodological contribution(s) of your research. You should also highlight the limits of your Thesis and identify future research avenues.

Each Thesis is to be arranged in the following order.

1. **Title Page.** Include this page in the pretext page count, but do not place a page number on it.

2. **Acknowledgements:** Optional page to acknowledge the persons who have supported you during your Master’s Thesis. Begin placing pretext lowercase Roman numerals at the bottom of this page, counting all preceding pretext material. Page numbers are centered one inch from the bottom of the page.

3. **Abstract:** must resume the content of the Master’s Thesis and underline the main results derived from the Master’s Thesis. It also has to highlight the limits of the projects. The abstract should not exceed a single page. Continue pretext page numbering with lowercase Roman numerals.
4. **Table of Contents.** Continue pretext page numbering with lowercase Roman numerals.

5. **Glossary.** (Optional page) Continue pretext page numbering with lowercase Roman numerals.

6. **List of Tables.** Continue pretext page numbering with lowercase Roman numerals.

7. **List of Figures.** Continue pretext page numbering with lowercase Roman numerals.

8. **List of Illustrations/Maps/Slides.** Continue pretext page numbering with lowercase Roman numerals.

9. **Text.** All pages from the first page of text through the Declaration of Authorship are numbered consecutively in Arabic numerals, beginning with Arabic numeral “1” on the first page of the Thesis text.

10. **List of references**

11. **Appendix**
3. Page Format and Layout

3.1. Font

Arial font must be used throughout the Thesis with size 12p, the only exceptions in size being in tables, graphs, and appendices.

Headings may be bolded and no more than 2 points larger than the rest of the text.

3.2. Margins

All pages must have consistent margins as followed: Left 3.5 cm, Right, Top and Bottom 2 cm.

Page numbers must appear at the bottom of each page.

White DIN A4-Paper must be used.

3.3. Spacing

The Thesis must be 1.5-spaced. Single spacing may be used only in the Table of Contents, footnotes and endnotes, charts, graphs, tables, quotations, captions, glossary, appendices, and bibliography.

Prose quotations over three lines long should be in block quote, double or single-spaced, and indented on the left. Do not use quotation marks in the block quote except when indicating quotations within the block quote.

3.4. Tables and Illustrations

Pages carrying illustrative material must be given page numbers appropriate to their place in the document.

All tables, figures, illustrations, and other types of examples included and referenced in the text of the dissertation should be numbered for identification.

Figures should be numbered consecutively throughout the document (Table 1, Table 2, Table 3, etc.).

Sources should be written below the figures/tables.

3.5. Table of Contents

The Table of Contents should give a general idea of the Thesis and of its structure.
It must be placed before the text and any lists of tables, figures, etc. It consists of section titles, chapter titles, and as many or few subheadings as the author feels are necessary. The section and chapter titles listed on the Table of Contents must exactly match the titles as they appear within the text.
Chapters labeled in the Table of Contents with Arabic numbers (Chapter 3) must not lapse into Roman numerals (Chapter III) when they appear again in the text.

Page numbers for chapters and subheadings are right justified on the Table of Contents and preceded by a dot leader.

In the text of the Thesis or report, major sections must begin on a fresh page and be designated in the Table of Contents by left justified headings (not indented).

Abbreviations should not be used in the Table of Contents.

The page numbers listed on the Table of Contents must correlate with the beginning of each section or chapter.

Table of Contents entries are generally double-spaced. However, chapter titles and subheadings, when more than one line long, should be indented at the second line and single-spaced. For example:

Chapter One: Title…………………………………………………………………………...1
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Subheading Title Extending Over One
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3.6 Numbering of Pages

Beginning with the first page of the Acknowledgements or Preface, if used, all preliminary pages preceding the actual text must be numbered in lowercase Roman numerals; e.g., iii, iv, v, etc.

These numerals must be centered under the Text.

If no optional pages are used, the page numbers must begin on the Abstract.

Do not number the copyright page, signature page, title page, or dedication, but do include each of them in the pretext page count.

The first page of the text begins at Arabic numeral 1.

All pages within the text must contain an Arabic page number, bottom-centered, at least one inch from the bottom edge of the page.

The first page of every major section (chapters, appendices, bibliography, etc.) must begin on a new page.
3.7. Title page

The following title pages should be used:

3.7.1. Thèse de Bachelor (français)

Titre de la Thèse

Projet de recherche en gestion d’entreprise
Baccalauréat universitaire en gestion

Soumis par
NOM Prénom

Sous la supervision de
Prof. ..... 
Université de Genève
Geneva School of Economics and Management

L’auteur de ce projet est le seul responsable de son contenu, qui n’engage en rien la responsabilité de l’Université ou celle du professeur chargé de sa supervision. Par ailleurs, l’auteur atteste que le contenu est de sa propre rédaction, en dehors des citations parfaitement identifiées, empruntées à d’autres sources.

Signature

Date
3.7.2. Bachelor Thesis (English)

Thesis Title

Bachelor of Science in Business Administration

Submitted by
LAST NAME First Name

Under the supervision of:
Prof. ..... 
University of Geneva 
Geneva School of Economics and Management

I certify that the work presented here is, to the best of my knowledge and belief, original and the result of my own investigations, except as acknowledged, and has not been submitted, either in part or whole, for a degree at this or any other University.

Signature

Date
3.7.3. Master Thesis

Thesis Title

Master of Science in Management

Submitted by
LAST NAME First Name

Under the supervision of:
Prof. ....
University of Geneva
Geneva School of Economics and Management

I certify that the work presented here is, to the best of my knowledge and belief, original and the result of my own investigations, except as acknowledged, and has not been submitted, either in part or whole, for a degree at this or any other University.

Signature

Date
4. References

4.1. When to refer?

One is obligated to cite where one has found the information from (what source) or the name of
the person(s) one is citing. When using direct citations and when specific information is borrowed
from other people's work, the source must be cited and reference to the page number must be
included. This also applies when distinct ideas are referred to or discussed even if they are not
cited in the text.

4.2. How to refer?

4.2.1 Notes

References should not be placed in footnotes, but must be worked into the text.

Notes should only be used for additional information, which is not a natural part of the text. Notes
should, as a general rule, be limited. One can choose if one wants to use footnotes or endnotes.
Font and spacing should not be considerably smaller than in the text.

4.3. In-Text Citations

The following rules are extracts from the APA (American Psychological Association) guidelines,
most commonly used to cite sources within the social sciences. For the complete rules see
http://owl.english.purdue.edu/owl/resource/560/01/

4.3.1. APA Citation Basics

When using APA format, follow the author-date method of in-text citation. This means that the
author's last name and the year of publication for the source should appear in the text, E.g., (Jones,
1998), and a complete reference should appear in the reference list at the end of the paper.

If you are referring to an idea from another work but NOT directly quoting the material, or making
reference to an entire book, article or other work, you only have to make reference to the author
and year of publication in your in-text reference.

4.3.2. In-Text Citation Capitalization, Quotes, and Italics/Underlining

Always capitalize proper nouns, including author names and initials: D. Jones.

If you refer to the title of a source within your paper, capitalize all words that are four letters long
or greater within the title of a source: Permanence and Change. Exceptions apply to short words
that are verbs, nouns, pronouns, adjectives, and adverbs: Writing New Media, There Is Nothing
Left to Lose.

(Note: in your References list, only the first word of a title will be capitalized: Writing new media.)
When capitalizing titles, capitalize both words in a hyphenated compound word: *Natural-Born Cyborgs*.

Capitalize the first word after a dash or colon: "Defining Film Rhetoric: The Case of Hitchcock's *Vertigo.*"

Italicize or underline the titles of longer works such as books, edited collections, movies, television series, documentaries, or albums: *The Closing of the American Mind; The Wizard of Oz; Friends.*

Put quotation marks around the titles of shorter works such as journal articles, articles from edited collections, television series episodes, and song titles: "Multimedia Narration: Constructing Possible Worlds"; "The One Where Chandler Can't Cry."

### 4.3.3. Short Quotations

If you are directly quoting from a work, you will need to include the author, year of publication, and the page number for the reference (preceded by "p."). Introduce the quotation with a signal phrase that includes the author's last name followed by the date of publication in parentheses.

According to Jones (1998), "Students often had difficulty using APA style, especially when it was their first time" (p. 199).

Jones (1998) found "students often had difficulty using APA style" (p. 199); what implications does this have for teachers?

If the author is not named in a signal phrase, place the author's last name, the year of publication, and the page number in parentheses after the quotation.

She stated, "Students often had difficulty using APA style" (Jones, 1998, p. 199), but she did not offer an explanation as to why.

### 4.3.4. Long Quotations

Place direct quotations longer than 40 words in a free-standing block of typewritten lines, and omit quotation marks. Start the quotation on a new line, indented five spaces from the left margin. Type the entire quotation on the new margin, and indent the first line of any subsequent paragraph within the quotation five spaces from the new margin. Maintain double-spacing throughout. The parenthetical citation should come after the closing punctuation mark.

Jones's (1998) study found the following: Students often had difficulty using APA style, especially when it was their first time citing sources. This difficulty could be attributed to the fact that many students failed to purchase a style manual or to ask their teacher for help. (p. 199)

### 4.3.5. Summary or Paraphrase

If you are paraphrasing an idea from another work, you only have to make reference to the author and year of publication in your in-text reference, but APA guidelines encourage you to also provide the page number (although it is not required.)
According to Jones (1998), APA style is a difficult citation format for first-time learners. APA style is a difficult citation format for first-time learners (Jones, 1998, p. 199).

4.4. In-Text Citations: Author/Authors

4.4.1. Citing an Author or Authors

A Work by Two Authors: Name both authors in the signal phrase or in the parentheses each time you cite the work. Use the word "and" between the authors' names within the text and use the ampersand in the parentheses.

Research by Wegener and Petty (1994) supports... (Wegener & Petty, 1994)

A Work by Three to Five Authors: List all the authors in the signal phrase or in parentheses the first time you cite the source.

(Kernis, Cornell, Sun, Berry, & Harlow, 1993)

In subsequent citations, only use the first author's last name followed by "et al." in the signal phrase or in parentheses.

(Kernis et al., 1993)

In et al., et should not be followed by a period.

Six or More Authors: Use the first author's name followed by et al. in the signal phrase or in parentheses.

Harris et al. (2001) argued... (Harris et al., 2001)

Unknown Author: If the work does not have an author, cite the source by its title in the signal phrase or use the first word or two in the parentheses. Titles of books and reports are italicized or underlined; titles of articles and chapters are in quotation marks.

A similar study was done of students learning to format research papers ("Using APA," 2001).

Two or More Works in the Same Parentheses: When your parenthetical citation includes two or more works, order them the same way they appear in the reference list, separated by a semi-colon.

(Berndt, 2002; Harlow, 1983)

Authors With the Same Last Name: To prevent confusion, use first initials with the last names.

(E. Johnson, 2001; L. Johnson, 1998)

Two or More Works by the Same Author in the Same Year: If you have two sources by the same author in the same year, use lower-case letters (a, b, c) with the year to order the entries in the reference list. Use the lower-case letters with the year in the in-text citation.

Research by Berndt (1981a) illustrated that...
4.4.2. Citing Indirect Sources

If you use a source cited in another source, name the original source in your signal phrase. List the secondary source in your reference list and include the secondary source in the parentheses.

Johnson argued that... (as cited in Smith, 2003, p. 102).

4.4.3. Electronic Sources

If possible, cite an electronic document the same as any other document by using the author-date style.

Kenneth (2000) explained...

5. Reference List

The following rules are extracts from the APA (American Psychological Association) guidelines, most commonly used to cite sources within the social sciences. For the complete rules, see http://owl.english.purdue.edu/owl/resource/560/01/

5.1. Basic Rules

Your reference list should appear at the end of your paper. It provides the information necessary for a reader to locate and retrieve any source you cite in the body of the paper. Each source you cite in the paper must appear in your reference list; likewise, each entry in the reference list must be cited in your text.

Your references should begin on a new page separate from the text of the essay; label this page "References" centered at the top of the page (do NOT bold, underline, or use quotation marks for the title).

- All lines after the first line of each entry in your reference list should be indented one-half inch from the left margin. This is called hanging indentation.
- Authors' names are inverted (last name first); give the last name and initials for all authors of a particular work for up to and including seven authors. If the work has more than seven authors, list the first six authors and then use ellipses after the sixth author's name. After the ellipses, list the last author's name of the work.
- Reference list entries should be alphabetized by the last name of the first author of each work.
- If you have more than one article by the same author, single-author references or multiple-author references with the exact same authors in the exact same order are listed in order by the year of publication, starting with the earliest.
- When referring to any work that is NOT a journal, such as a book, article, or Web page, capitalize only the first letter of the first word of a title and subtitle, the first word after a colon or a dash in the title, and proper nouns. Do not capitalize the first letter of the second word in a hyphenated compound word.
- Capitalize all major words in journal titles.
- Italicize titles of longer works such as books and journals.
• Do not italicize, underline, or put quotes around the titles of shorter works such as journal articles or essays in edited collections.

5.2. Reference List: Author/Authors

The following rules for handling works by a single author or multiple authors apply to all APA-style references in your reference list, regardless of the type of work (book, article, electronic resource, etc.)

5.2.1. Single Author

Last name first, followed by author initials.


5.2.2. Two Authors

List by their last names and initials. Use the ampersand instead of "and."


5.2.3. Three to Seven Authors

List by last names and initials; commas separate author names, while the last author name is preceded again by ampersand.


5.2.4. More Than Seven Authors


5.2.5. Organization as Author


5.2.6. Unknown Author


NOTE: When your essay includes parenthetical citations of sources with no author named, use a shortened version of the source’s title instead of an author’s name. Use quotation marks and italics as appropriate. For example, parenthetical citations of the source above would appear as follows: (Merriam-Webster’s, 1993).
5.2.7. Two or More Works by the Same Author

Use the author's name for all entries and list the entries by the year (earliest comes first).


When an author appears both as a sole author and, in another citation, as the first author of a group, list the one-author entries first.


References that have the same first author and different second and/or third authors are arranged alphabetically by the last name of the second author or the last name of the third if the first and second authors are the same.


5.2.8. Two or More Works by the Same Author in the Same Year

If you are using more than one reference by the same author (or the same group of authors listed in the same order) published in the same year, organize them in the reference list alphabetically by the title of the article or chapter. Then assign letter suffixes to the year. Refer to these sources in your essay as they appear in your reference list, e.g.: "Berndt (1981a) makes similar claims..."


5.2.9. Introductions, Prefaces, Forewords, and Afterwords

Cite the publishing information about a book as usual, but cite Introduction, Preface, Foreword, or Afterword (whatever title is applicable) as the chapter of the book.


5.3. Reference List: Articles in Periodicals - Basic Form

APA style dictates that authors are named last name followed by initials; publication year goes between parentheses, followed by a period. The title of the article is in sentence-case, meaning...
only the first word and proper nouns in the title are capitalized. The periodical title is run in title case, and is followed by the volume number which, with the title, is also italicized or underlined.


5.4. Reference List: Books

5.4.1. Basic Format for Books

Author, A. A. (Year of publication). Title of work: Capital letter also for subtitle. Location: Publisher.

Note: For "Location," you should always list the city and the state using the two letter postal abbreviation without periods (New York, NY).


5.4.2. Article or Chapter in an Edited Book


Note: When you list the pages of the chapter or essay in parentheses after the book title, use "pp." before the numbers: (pp. 1-21). This abbreviation, however, does not appear before the page numbers in periodical references, except for newspapers.


5.5. References List: Other Print Sources

5.5.1. An Entry In An Encyclopedia


5.5.2. Government Document


For information about citing legal sources in your reference list, see the Westfield State College page on Citing Legal Materials in APA Style.
5.5.3. **Report From a Private Organization**


5.5.4. **Conference Proceedings**


5.6. **Reference List: Electronic Sources (Web Publications)**

5.6.1. **Article from an Online Periodical**

Online articles follow the same guidelines for printed articles. Include all information the online host makes available, including an issue number in parentheses.


5.6.2. **Newspaper Article**


5.6.3. **Chapter/Section of a Web document or Online Book Chapter**


**NOTE**: Use a chapter or section identifier and provide a URL that links directly to the chapter section, not the home page of the Web site.

5.6.4. **Online Encyclopedias and Dictionaries**

Often encyclopedias and dictionaries do not provide bylines (authors' names). When no byline is present, move the entry name to the front of the citation. Provide publication dates if present or specify (n.d.) if no date is present in the entry.
5.6.5. Qualitative Data and Online Interviews

If an interview is not retrievable in audio or print form, cite the interview only in the text (not in the reference list) and provide the month, day, and year in the text. If an audio file or transcript is available online, use the following model, specifying the medium in brackets (e.g. [Interview transcript, Interview audio file]):


5.6.6. Online Lecture Notes and Presentation Slides

When citing online lecture notes, be sure to provide the file format in brackets after the lecture title (e.g. PowerPoint slides, Word document).


List as much of the following information as possible (you sometimes have to hunt around to find the information; don’t be lazy. If there is a page like http://www.somesite.com/somepage.htm, and somepage.htm does not have the information you are looking for, move up the URL to http://www.somesite.com/):


NOTE: When an Internet document is more than one Web page, provide a URL that links to the home page or entry page for the document. Also, if there is not a date available for the document, use (n.d.) for no date.

5.6.8. Online Forum or Discussion Board Posting

Include the title of the message, and the URL of the newsgroup or discussion board. Please note that titles for items in online communities (e.g. blogs, newsgroups, forums) are not italicized. If the author’s name is not available, provide the screen name. Place identifiers like post or message numbers, if available, in brackets. If available, provide the URL where the message is archived (e.g. "Message posted to..., archived at...").

5.6.9. **Blog (Weblog) and Video Blog Post**

Include the title of the message and the URL. Please note that titles for items in online communities (e.g. blogs, newsgroups, forums) are not italicized. If the author’s name is not available, provide the screen name.


5.6.10. **Wikis**

Please note that the *APA Style Guide to Electronic References* warns writers that wikis (like Wikipedia, for example) are collaborative projects, which cannot guarantee the verifiability or expertise of their entries.


5.6.11. **An Entry in An Encyclopedia**


5.6.12. **Government Document**


For information about citing legal sources in your reference list, see the Westfield State College page on Citing Legal Materials in APA Style.

5.6.13. **Report From a Private Organization**


5.6.14. **Conference Proceedings**

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