

## MASTER THESIS

### *Student Guide*

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## FOREWORD

The purpose of this document is to provide a practical guide to help students writing their Master thesis:

- It synthesizes the research methodology process useful when preparing works which require the definition of a research question, the justification of a methodological approach and the respect of formal presentation standards. Thus, this guide aims at helping you narrow down the work and provide the main principles when facing a methodological issue or any particular difficulties which often range from the subject choice to the writing of the thesis and defense. **These key principles are extensively dealt with in the content of the e-learning course in Research methodology for the Master thesis and your Master thesis supervisor in case he would like to add any specific requirements.**
- **Particular emphasis is put on fighting plagiarism.**

The Master thesis can be seen as a key element of the curriculum vitae and a distinctive feature in a job interview, as well as a crucial element in an application to other studies. Therefore, it should be done with much care.

From a practical point of view, the choice of a research theme allowed you to have assigned a Master thesis supervisor. Then, after discussion with your supervisor, the subject of the Master thesis and your research question must be approved by the supervisor. To prepare these two steps, you have to:

- Carefully read this document in order to understand the spirit of the Master thesis
- Prepare an interview with your supervisor based on a preliminary literature review (identify and present to your supervisor five academic articles). Define then your research question and formalize your ideas on paper in order to be able to efficiently interact and discuss it with your supervisor.

## MASTER THESIS IN GRANDE ECOLE PROGRAM

### Master thesis motivations

The Master thesis represents a special opportunity that students do in the Grande Ecole Program:

- It demonstrates **the quality of the curriculum performed** during the three years of the program and in this context it is an **important element for the following steps of the student course** (during job interviews or any new applications).
- It demonstrates **the ability of ICN's students to complete an extensive work** by implementing a research methodology and a thoughtful piece of work on a specific topic in a management domain.

The process of designing and producing a Master thesis is crucial and is a particular educational act. The work organization and a good understanding of the expectations of this type of work are the main success factors. Students have to overcome three major difficulties that contribute to make the Master thesis an original educational act:

- **Time management:** the submission of the Master thesis is generally expected in a distant future which imposes students to manage time over an unusual time horizon. The final manuscript is expected in the 2<sup>nd</sup> semester of the 3<sup>rd</sup> year. To this end, **the Master thesis writing process has been structured in 4 key steps, leading to the submission of regular deliverables** (see details in the e-learning course in Master thesis Research methodology **Unit 1**).
- **Information management:** the need to use and combine a variety of sources of information, from different fields and sometimes contradictory will require from the student to take a researcher attitude i.e., he has to compare the sources and points of view.
- **Management of the relationship with your supervisor,** who is your main interlocutor and advisor all along the Master thesis writing process.

**This exercise should not be seen as a constraint to satisfy administrative requirements but as an opportunity.** The opportunity to acquire additional educational autonomy allowing you to familiarize with methods that would be useful in a professional environment.

**A Master thesis requires a certain level of expectations both in the content and in the form.** It requires some deep knowledge, through the use of a satisfactory academic literature base, a rigorous analysis of the collected information and the relevance of their evaluation in the context of a thoughtful reasoning.

# Supervisor of the Master thesis

The supervisor of a Master thesis has a real educational role:

- **She/He tutors and guides** students thanks to the answers to their questions and gives advices (she/he can reorientate the subject or narrow it down);
- Supervisors are coordinated by their head of department;
- Each supervisor will fix more precisely the manner and pace of contact. It is desirable to clarify it from the beginning;
- **He/she evaluates and validates the work regularly** at the following key steps: definition of the subject, presentation of the issue, methodology, processed information and the plan.

However, the supervisor **is not your research assistant**:

- She / he will not teach again, and in an individual course, methodology elements that have been already studied during your courses at ICN Business and the content of the e-learning course on Master thesis Research methodology (see details in **Unit 2**);
- He / she will not necessarily be available at the last minute when you request (the response time during busy periods - from April to July, September – is likely to be longer than usual and do not expect any response from him/her over the holidays, including the summer holidays - July to late August);
- She / he will take the time to study your proposals and evaluate them;
- He / She will not be able to answer questions too vague;
- She / he will refuse any work which does not comply with the expectations of a Master thesis, whatever the reasons given by students (reminder: this work corresponds to 15 ECTS credits).

In order to avoid any problems: **ANTICIPATE!**

## The objectives of the Master thesis

### A Master thesis is based on three requirements

**The demonstration of the technical skills** of a student who is completing a graduate cycle. She/He must be able to understand a situation in a specific context, know how to choose and Master the relevant management tools in a specific field (business, finance, economics, human resources, legal issues...) or in a transversal way.

**The demonstration of conceptual skills:** being able to conceptualize a problem, to present any works and publications useful to its understanding, to compare and to evaluate, sometimes transversal, theoretical elements, to develop a thoughtful reasoning, to use and/or develop reading grids.

**The demonstration of professional and action skills.** Any knowledge based on managerial application is already per se an action (to give a meaning). However, here the key competences to be demonstrated are the abilities to search and process information, to make contacts, to make an argument, to make proposals in a realistic framework and to evaluate in a critical way (to step back, to question, to take a position ... with humility and without certainty)

### The risks in the choice of the subject

**Risks related to the type of the subject:** a subject too simple and without real substance; too complex or too ambitious; "microscopic", too broad or poorly defined; not interesting or too trendy.

**Risks related to the choice of the subject:** the required work should not only rest on constraints but must first allow you to get the pleasure of discovery and enrichment. The subject must be based on a theme which is interesting for the student and/or will be useful at the beginning of her/his carrier (expected competences or to complete the curriculum). It is therefore important to discuss the subject with the supervisor before "getting into" the research.

### The characteristics of an acceptable Master thesis

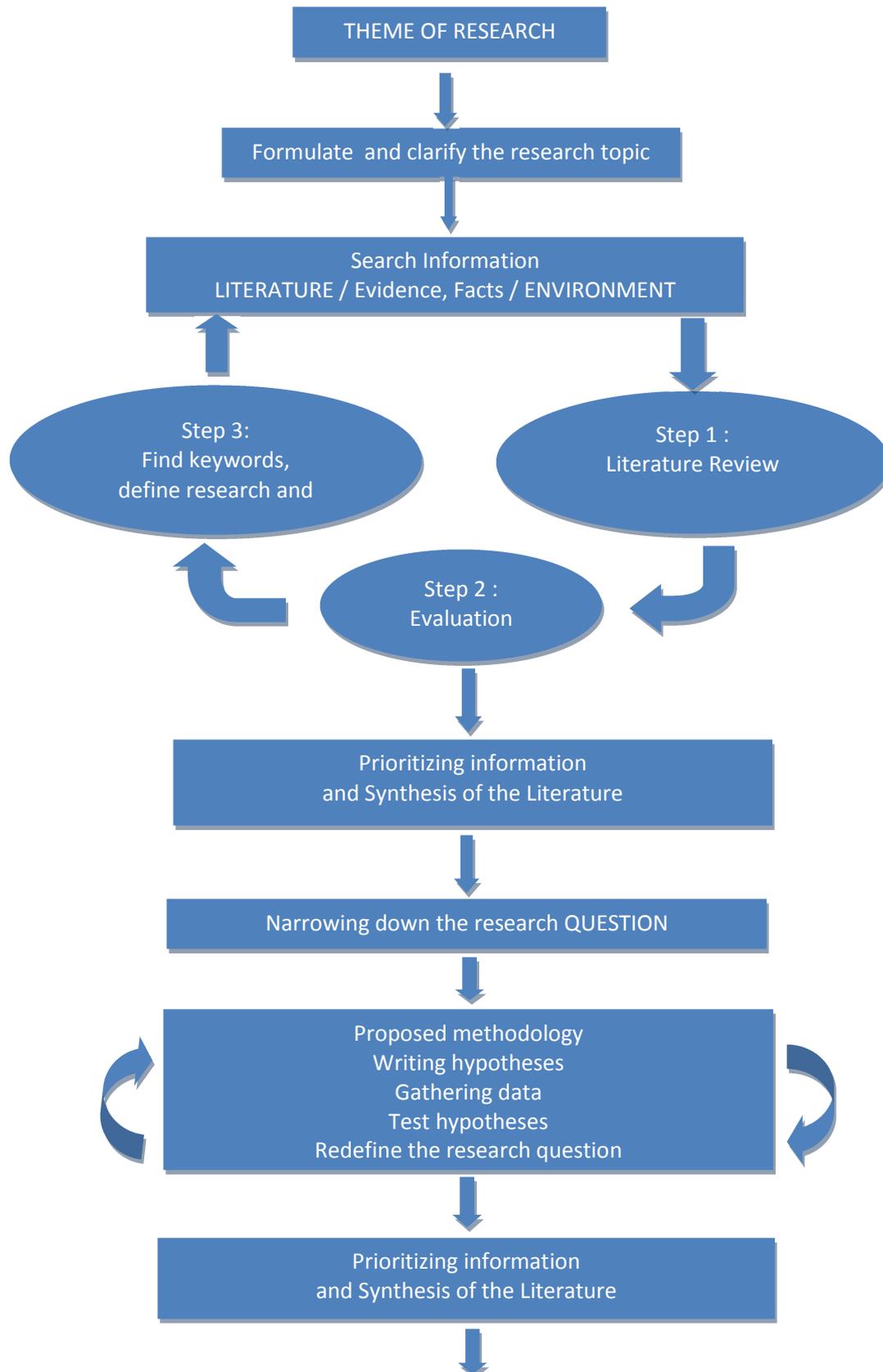
- 1) **It supports a theory**, i.e., it is not descriptive, not based on opinions;
- 2) It is based on **an original research question** (different from what is done in the literature), **interesting** (based on your observations or professional experience) and **precise** (one single question). It is crucial that this research question is justified (in an significant introduction);
- 3) It is based **on a minimum of 5 academic references** (scientific journals) and **about twenty references of all types** (professional sources, books);
- 4) It develops **a plan that answers the research question**;
- 5) It **offers a methodology of analysis** to answer the research question (surveys, analysis of quantitative or qualitative data, case study). If no data is available, the Master thesis will be rather an exploratory research type;
- 6) **It provides an answer** to the research question with a critical evaluation;
- 7) **It rigorously cites all information or references** both in the text and in the bibliography in order to avoid being taken as an opinion.

## STAGES OF REALISING A MASTER THESIS

The acquisition of the research methodology, in general, and for the Master thesis, in particular, is provided in the Grande Ecole Program: see e-learning course on **Master thesis Research Methodology**.

***The supervisor is there to support you: do not hesitate to contact him/her and meet her/him at your earliest convenience and throughout your work.***

The diagram in the following page illustrates the main stages of the Master thesis process.



## The documentary research

After having selected the research theme, one should start a large investigation phase. This mainly consists in focusing on a sources search, a collection and initial treatment of information.

The inventory and the gathering of bibliographic information is an important phase. In general, this first phase of information search is conducted from the most general to the most specialized:

- the **most general**: books, textbooks, dictionaries, thematic folders, articles, videos
- the **most specialized**: academic journals, research papers on the topic directly related to your topic.

Professional information like professional journals and companies' internal documents can be useful in assessing practices and speeches but should be considered as such.

Students are encouraged to refer to Anglo-Saxon literature sources. You will find scientific articles in English and in-full text in the document databases available at the University of Management Library (BU Gestion) (eg EBSCO, ABI-Inform ...). At all stages of the information search, the following guide, provided by the ICN Resource center, will be useful.

[La recherche documentaire dans le cadre de votre mémoire MFE](#) (Service Documentation ICN)

### Content

1. Search methodology regarding sources (Online guide Doc'INSA)
2. Online library : ICN eLibrary
3. On plagiarism / Cite sources / Record references
4. Some reading advices
5. Library guidance : appointed workshops

Guide access: MyICN / Resources / Learning Hub / Assistance

## Narrowing down the topic

Gathering information should enable you to **define more clearly the subject** and its boundaries. Two techniques will be used:

- The **documentary research**: thematic research, research on keywords, bibliography.
- **Interviews with "experts" and / or practitioners**: directive interviews, quasi directive, non-directive.

To sum-up, at the end of this first step, you should be able to:

- precisely formulate your subject: what are the concepts used, what ideas do you think you will develop and what are the boundaries of this topic;
  - justify the relevance of the topic: is it new or original? Is there a particular context to justify it?
  - demonstrate that the subject allows you to compare a real situation with a reasoning based on theories and/or models;
- ☞ **It is important to validate as soon as possible the subject before going further. This is an opportunity for useful discussions and exchanges with your supervisor.**

## Definition of a research question

The research question serves to delimit the scope of the thought by expressing questions or general problems that one asks on the subject. After a phase of initial questioning which is intended to collect and process a first documentation on a general topic (phase often less organized), a second phase would allow you to structure the thesis around a question.<sup>1</sup>

The role of this question is crucial: without it, the work would be without objective and difficult to do. It is this question that will guide your personal search and your Master thesis. It must be, as much as possible, formulated with care, thoroughness and rigor. Its formulation may evolve during the work.

It is recommended that, at least initially, the theme is related to a research question. A first step will be to carefully define the concepts and the notions and then in a second step to characterize the link between this theme and the research question.

The research question leads to the **justification of the interest** and the **objectives** of the work done, to the expression of **points of view** made and to the **formulation of working hypotheses** (methodological assumptions and ideas that will have to be validated or denied) and **eventually postulates**.<sup>2</sup> Lastly, the research question proposes a **methodology for the treatment of the topic** (investigation plan).

<sup>1</sup> Generally the (or) question to ask are of the type "Why ... ?", "How | then that ... ?", "What are the factors ... ?", "What are the conditions ... ?", "What are the issues... ?

<sup>2</sup> Assertions, proposals put forward as true by the author before going further

The proposition of a research question corresponds to **Deliverable 1**, expected and explained in Unit 1 of the e-learning course on **Master thesis Research methodology**.

## Different types of research

The choice of a type of research depends on your pursued purpose. Three types of research are possible:

**Exploratory Research**: it is to collect information and points of view from various sources and put them together in an original, relevant and interesting way. The reader must not only feel that he learns something new but must also see that it is presented in an innovative way. This type of work is therefore not a simple transcription of something already said by others. The way to assemble and present the ideas is very strongly marked by the author of the thesis, by their claims and by the evidence proposed to support these claims.

**Descriptive Research**: it aims at obtaining accurate information on a given topic. It usually starts with a hypothesis to be evaluated in order to be confirmed or denied. It is used when the studied case is clear enough, and that the needed information is sufficiently specific and that the research question and the variables are well-identified. It is usually preceded by an exploratory research which helps to formulate the initial hypothesis and to better know the parameters under investigation.

**Experimental Research**: one seeks to verify the hypothesis of a causal relationship between variables (econometrics, regressions and others). The methodology of experimental research is a set of methods and modes of reasoning intended to any investigator wishing to make experimental planning. It aims at enabling her/him to maximize the effectiveness of its experimental research regardless of its branch of activity. It will help better expressing the research question and offers optimal experimental strategies (sequences of experiment plans over time) according to the objectives set and available means.

## The methodology: the investigation plan

After these phases of "groundwork", inventory and definitions, a fourth phase must be engaged. It is at this stage that starts the collection and the processing of bibliographic and more specialized experimental information (elements of studies or previous investigations, records of interviews, data files<sup>3</sup>...) and that the **methodological choices of investigation should be specified**: case studies? interviews? statistical studies?

This phase is built around many round-trip during which students frequently return on documents already processed in order to get to construct an investigation plan. Then it is necessary to compel on writing of reading notes, record, personal thoughts...

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<sup>3</sup> See files available at the B. U. of PLG: Datastream, Chelam, Diane, GMID, ...

The methodology proposition corresponds to **Deliverable 2**, expected and explained in Unit 1 of the e-learning course on **Master thesis Research methodology**.

This document will also include the detailed outline of your Master thesis.

This document should be discussed with your supervisor. This **investigation plan** is not "written in the stone", it is likely that it will be amended, corrected and reformulated many times.

## THE WRITING AND THE FORMAL PRESENTATION OF THE MASTER THESIS

Contrary to what might be believed, it is important to avoid considering the writing phase of the Master thesis as the last phase: it is throughout the whole research work that it will be necessary to write intermediary notes which will find (or not) their place during the last step.

### The structure of the thesis

It should be between 50 to 80 pages, excluding appendixes. In general, a Master thesis has two or three parties (4 being exceptional).

You should pay particular attention to the **various titles of your chapters and sub-sections**. Their reading must guide the reader. Make sure that their contents correspond to the titles. Whenever possible, try to formulate your titles according to the results or main ideas (the content and not the container). They should enable to grasp the main direction of the development and the sequencing of ideas. The **thesis title** itself must clearly identify the subject and its problematic. It should be comprehensive but not too long (sub-titles are possible).

Generally, a Master thesis includes the following points (which are not an outline):

1. A **presentation of the context** (environmental, organizational) wherein the interest of the considered research problem is justified (practice and/or academic): it leads to the presentation of the research question;

2. The **conceptual, theoretical and practical analysis** of the Master thesis is based on an information research. It can lead to:

- a **"State of the art"** or **"Literature Review"** (in the case of an academic research). The objective is to gather and synthesize previous research which will serve as a basis for your work. You should summarize in a few lines the articles and/or books selected by having a critical evaluation of the approach of different authors.

*Ask yourself under which conditions each source would be interesting for your work.*

- or to a "**study of the existing**" and possibly lead to a study of need/opportunity (in the case of a research - action);

3. A **presentation of the methodology** (formulation of the hypotheses and the approach). You will specify if it is a case study, interviews (qualitative study) or a statistical study via a questionnaire (quantitative study);

4. The **presentation of the results** of your research and their perspective (the discussion of the hypotheses);

5. The **theoretical and/or operational conclusions**.

In the body of the text, the structure requires a rigorous standardization in order to guide the reader. In this way, each part, the introduction, the conclusion and the appendixes, begin with a **full page** with the title in capital letters. Each chapter starts at the beginning of a new page (title in capital letters). The major subdivisions (parts, chapters, sections) contain an introduction which announces the content of the following paragraphs. Always for didactic purposes, to accompany the reader, it is appropriate to have **transitions** between chapters.

Paragraphs have a title preceded and followed by a constant line space. They are marked by a withdrawal to the line. However, avoid unnecessarily skipping lines and creating multiple paragraphs without any justification. Each paragraph corresponds to the statement of a new idea.

## The style and the typing standards

The **style** should be clear, specific, objective and impersonal (avoid "I" or "we" as well as the oral style). Redundancies, vague or too technical<sup>4</sup> terms and unknown abbreviations should be excluded. The Master thesis must be entirely written (no telegraphic style) in a correct/good English language. Avoid long and heavy sentences but without using an "advertising style". The quality of the syntax, the expression in general as well as the punctuation and spelling is essential in this type of work. You should find the right tone, which allows you to retain the attention of the reader without frustrating him/her by an abuse of "catchy sentences" but by being rigorous in the choice and order of the arguments. To conclude, the style should be clear, rigorous and convincing but also living and elegant.

The Master thesis is typed in the format 21 x 29.7, pages should be numbered. The **characters font** must be Times New Roman, size 12, line spacing 1.5. It is possible to use bold and italics letters (for the titles) but avoid style overloads. The margins must be sufficient (for example, 3 cm to the left, and 1.5 cm to the right, 2 cm at the top and 2 cm at the bottom (possibly with header and footer)).

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<sup>4</sup> The technical terms and acronyms should be explained, for example in footnote or in an index at the end of report

The thesis shall include a cover page followed by the signed certificate of authenticity, a table of contents page, a bibliography and appendixes. It can also have footnotes, tables and diagrams (very useful to synthesize an approach), citations, a glossary, etc. All of these elements will be detailed in the following points.

## The introduction and the conclusion

The writing of the general introduction and the conclusion should be considered when the whole document is written. These two parts of the text are extremely important and must be subject of a particular care.

The **introduction** should, after an attention-catcher which should be understood by any type of readers, contain a clear formulation of the research question and of his motivation and interest. You will describe your whole approach, ensuring that all the announced questions and comments are developed in the body of the thesis.

Finally your introduction should announce and justify your outline.

The **general conclusion** should contain at least a summary of the main ideas demonstrated in your work and the main results presented in an objective manner. But this is not a simple summary of the thesis. The conclusion must present the contributions and the limitations of the research as well as extensions of the subject and some lines for further research (ex: prospects for research, new suggestions / recommendations, new framing of the problem, personal ideas that may lead to an enlargement of the subject, to the opening of a debate on other issues etc.).

Always avoid a rich and voluminous Master thesis which ends with a poor conclusion without any real interest.

## The bibliography, appendixes, the lists

The **bibliography** brings together the various sources of information used for the development of the Master thesis. It will depend on the nature of the work done and the methods used. It is appropriate to differentiate the external written sources (articles, books) included in the bibliography, documents for professional use (internal to the company or not) and references to other information support.

The quality of your bibliography is not measured by the number of references. On the contrary, an important accumulation may leave doubt on the real exploitation of all the sources. It is the quality of the documents and their relationship with the subject that mostly matter.

The bibliography must be **precise, exhaustive** and contain exact references in order to allow the reader to be able to deepen a particular point addressed in the work by referring to the corresponding source. It is also, for the supervisor, a way to assess the volume and the quality of the work in research information provided by the student.

For books and articles, the bibliographic references are **standardized** and follow a strict presentation (see document "Standards and Norms of presentation of the bibliography", on MyICN). The bibliography must be **ordered**: either simply by alphabetical order of the authors' names, or by parts or chapters, or by themes (by alphabetical order of the authors inside each theme). Remember to clearly dissociate the external bibliographic references, of business records and internet sources.

**Appendices** are presented at the end of the Master thesis. They are numbered and if possible include a table which precedes their presentation. The volume of the attached appendixes must be reasonable, and must be based exclusively on their relevance and their quality and not on their quantity. They must be useful to the study but not necessary for understanding the developments present in the text and a too large volume to be included in the footnotes.

A document deserves to be attached as an appendix only if it illustrates, clarifies or deepens a discussed point in the thesis (excerpts from documents, lists, encrypted data, detailed tables, drafted reports). It is essential to make references to the appendixes in the developments of the body of the text (eg: see appendix 1).

The Master thesis can also include a **glossary** or **index** of technical terms (or foreign) and acronyms used, and a **table of tables and figures** (with their number and their title).

## Cover Page, table of contents, figures, and footnotes page

**The cover page** of your Master thesis is normalized. In the appendix, you will find the format adopted by the School. In addition, all Master theses submitted must contain a **signed certificate of authenticity**. It is after the cover page on a white page with only the following reference:

"I certify that this work is personal, cites all sources used and does not contain plagiarism".

"I certify that my Master thesis is / is not confidential and I authorize / do not authorize its online access by ICN Business School for educational purposes, with restricted access to the ICN community".

Signature (handwritten) of the student or of the binomial

 **A word version of these first two pages is available on MyICN**

**Table of contents** is an important tool for your readers: use Word features and tools for creating it. When the outline is very detailed, it is useful to present a **contents page** of one page maximum (recommended) at the beginning of the Master thesis and a detailed table of contents at the end. The table of contents (or contents page) repeats exactly the titles and

sub-titles of the thesis (*see supra*). This presentation must allow the reader to understand the logic of the thinking and the content (importance of titles).

**Tables, diagrams and graphs** are announced in the text and inserted in the body of the text if their reading is essential to the understanding of the text (otherwise, they may be returned in appendix). They must be presented with a title, a number and have to mention the source (if they are not personal). The mention of units and the legend can be very important. For graphics, you must specify the "principles of reading"; for example the x and y coordinates for a Cartesian graphing.

**Footnotes** are designed to clarify an element, to introduce an explanation or a complementary definition to the main text. They can collect, possibly, references (infra or supra to other pages of the report) and additional indications to sources of information. These notes are numbered from 1 to n (by page, by part or for the whole document)

The Master thesis can also include:

- Technical or methodological textboxes for further or detailed explanations.
- Citations (they must be accurate) with their specific references in the text body (author's name, year of publication) and the detailed reference in the bibliography.
- Acknowledgements (briefly addressed to people who have helped in the work of research).

## THE SUBMISSION OF THE MASTER THESIS AND ITS DISSEMINATION

### The submission of the Master thesis

The Master thesis must be submitted to the supervisor **no later than the deadline set each year** (see general procedures published on MyICN) so that he/she can validate the video oral defense. Any delay must be justified and approved by the supervisor.

If the Master thesis was produced as a part of an internship, a copy must be sent to the tutor of the internship at the same date (it is compulsory to submit your work before dissemination due to possible confidentiality clauses).

The final Master thesis corresponds to **Deliverable 3**, expected and explained in Unit 1 of the e-learning course on **Master thesis Research methodology**.

#### **Compulsory procedure of submission of the Master thesis:**

In order to ease the submission and the fast correction of your work, please respect the following instructions:

## 1. Format of the final version

The final version of the Master thesis must comply with the rules presented in this document. An electronic version must be handed in according to the following procedure.

If a second version is requested by your supervisor, the same procedure applies.

## 2. Upload of the electronic file

it is compulsory to upload the electronic version of the Master thesis (Word version) on Compilatio, and to send it to your supervisor (instructions will be provided).

### **Please only upload the final version of your Master thesis.**

#### **On Compilatio: Upload addressed to the supervisor.**

Respect the labelling convention of the file (see details below), to your supervisor's address (the list of available on MyICN welcome page then Compilatio link). *You don't have to create an account on Compilatio in order to upload your document.*

The label standards are the same for both uploads and are used in order to ease the identification of the Master theses:

ThesNAMESTUDENT\_SupNAMESUPERVISOR.doc

For example:

ThesDUPONT\_SupKOEHL.doc

## 3. Notice to the Master thesis supervisor

As a result of the upload on Compilatio, the system will automatically send an email to you and your supervisor containing a summary of the operation. Your supervisor will then initiate the analysis of your document and proceed to its evaluation.

## Dissemination of the Master thesis

The ICN Resource center provides an online Master theses database from Master program students, selected by professors, since 2014.

It thus meets the needs of students who wish to access previous Master theses, in order to examine good examples, with a structure that meets the expectations of professors, or to have access to documents with a subject close to their own, to help them in their thoughts.

Browsing is secure and restricted to ICN community members, identified through their ICN access codes.

You are free to accept or not the distribution of your work in this series, by indicating page 2 of your Master thesis (see Appendix 2). To this end, please follow the instructions presented in this guide.

The dissemination of Master thesis is also subject to the agreement of your supervisor. If you accept its dissemination, your supervisor will choose if it is of any interest and of a sufficient level to be available in the series of Master theses.

At any time, you can withdraw your consent by sending a registered letter with acknowledgment of receipt to the Service Documentation ICN, 3 Place Edouard Branly 57070 Metz.

The Resource center will remove your Master thesis from the Master theses series within a reasonable time.

If your Master thesis is confidential (indicate it in large capital letters on the cover page), it cannot be included in the online series.

*For further details, do not hesitate to contact:*

ICN documentation Service - documentation-metz@icn-groupe.fr - Tel: 03 87 56 37 11

## THE DEFENSE OF THE MASTER THESIS

**No authorization to defend your Master thesis will be accepted if the student has not handed in sufficiently in advance a first version of his work to his/her supervisor.**

**Note that the authorization to defend accepted by the supervisor does not presume in any way the quality of the Master thesis.**

The oral examination corresponds to **Deliverable 4**, expected and explained in Unit 1 of the e-learning course on **Master thesis Research methodology**.

It will consist in a video of **15 min** and must be sent to your supervisor before a deadline published on MyICN (general procedures).

### **15 minutes of presentation by the student including:**

- the presentation of the motivation/interest and objectives of the research,
- the approach/methodology used in the work,
- the main results of the work,
- their perspectives

- the answer to any additional question requested by the supervisor and/or the development of specific points requested by the supervisor following the evaluation of final version of the Master thesis.

Student could also present more personal ideas (difficulties, satisfactions) not included in the Master thesis or subsequent thoughts to the written work.

**Don't try to merely summarize the report in the video.**

The student is **responsible** for the quality and the readability of the uploaded video (respect the deadline, the file size and format).

# APPENDIX 1: TEMPLATE FOR THE COVER PAGE



**COMPLETE TITLE OF THE MASTER THESIS**

## **MASTER THESIS**

Completed and presented on 99/99/9999

Submitted in fulfillment of the requirements for the Master Degree of ICN  
Grande Ecole

By

**Name SURNAME**

**Supervisor:**

Professor or Dr. SURNAME Name

## APPENDIX 2: SIGNED CERTIFICATE OF AUTHENTICITY

*To be signed (by hand) and included on page 2 of the master thesis. Make sure you only include relevant mentions (in blue below).*

*"I certify that this work is personal, quotes in reference all sources used and does not contain plagiarism".*

*"I certify that my Master thesis **is / is not** confidential and I **authorize / do not authorize** its online dissemination by ICN Business School for educational purposes, with restricted access to ICN community members".*

*Signature (handwritten) of the student*

# REFERENCES

## Methodology textbooks

- Borges, C. Karyotis : **Réussir le Mémoire des Ecoles de commerce**. Gualino, Extensio Editions, 2013.
- M. Saunders, P. Lewis, A. Thornhill : **Research Methods for Business Students**. 6th Ed. Pearson, 2012.
- M. Gavard-Perret, et al. **Méthodologie de la recherche en sciences de gestion: Réussir son mémoire ou sa thèse**. 2<sup>e</sup> Ed. Pearson Education, 2012.

## Research at ICN

- The research axes of the school:  
<http://www.icn-artem.com/en/poles-of-expertise>
- The Year Book, which presents the annuals results of the research at ICN :  
<http://www.icn-artem.com/en/research-department>
- Publications and databases accessible online :  
<http://www.myicn.fr>

## Additional documents and references

- E-learning course on Master thesis Research Methodology
- Master thesis guide – Norms and standards of presentation bibliography
- Master thesis guide – Policy of non-plagiarism

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