

Internal Regulations

Master of Research in Management Sciences

2017-2018 Academic year

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TITLE

Catalan:

Màster en Recerca en Ciències de la Gestió
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(Compulsory. This is the official title and will be published in the Official Journal of the Government of Catalonia (DOGC).)

Spanish:

Máster en Investigación en Ciencias de la Gestión

(Required for publication in the Official State Bulletin (BOE). This title should coincide with the title on the file to be sent to the Ministry of Education and Science (MEC). It is recommended that a literal translation from the official title in Catalan be used in order to avoid confusion.)

English:

Master of Research in Management Sciences

(Optional. It is recommended that a literal translation from the official title in Catalan be used in order to avoid confusion. This translation is suitable for publications by this Department.)

French:

Master de Recherche en Sciences de la Gestion

(Optional. It is recommended that a literal translation from the official title in Catalan be used in order to avoid confusion. This translation is suitable for publications by this Department.)

1. ADMISSION TO THE M.Res. IN MANAGEMENT SCIENCES

This Master of Research in Management Sciences (M.Res.) is addressed to university graduates with an interest in focusing their career on research in Management-related subjects, either in academia or opting to work in a business context with a clear orientation to research and innovation. The M.Res. is a one year, full time programme and it is entirely taught in English.

1.1. Admission requirements:

It will be an admission requirement to have completed a minimum of 240¹ ECTS credits as part of university degree or postgraduate studies, and to hold a degree qualification in one of the following areas of knowledge:

- a) Business Management;
- b) Economics, Engineering, Psychology, Sociology, or other (candidates who do not have a background in Business Management will be required to have at least 18 approved credits in subjects from Business Management-related areas).

During the initial period of the Master of Research, participants will only be admitted who have either obtained a degree in those countries where studies corresponding to the European Higher Education Area are already in place, or else who have an official graduate qualification in areas a) or b) as previously mentioned. For this reason it is planned to offer candidates the possibility to enrol on bridge courses, to standardise levels, in order that they may acquire the necessary competences to be eligible to register on the Master of Research in Management Sciences at ESADE. Candidates with diplomas or who have incomplete university studies will therefore not be admitted (without an official title).

1.2. Other admission requirements:

In addition to the required degree qualification, candidates should:

- Provide a transcript of previous studies. Stating the grading system of the university (explained maximum grade that can be achieved and minimum grade needed to pass).
- Demonstrate an appropriate level of English language proficiency to be able to follow the course, given that the courses will be delivered entirely in English.
- Sit the GMAT admission test (Graduate Management Admission Test, used internationally in the admission of participants to postgraduate programmes in Business) or the GRE (Graduate Records Examination) – Educational Testing Service.
- Fill in and sign the Admissions Application form.
- Present two letters of recommendation concerning the candidate's academic development and experience in research.
- Be prepared to arrange an interview with a member of the Admissions team.

¹ Exceptionally, excellent candidates with bachelors of 180 ECTS can be admitted in the MRes programme. To meet the requirements of the PhD programme in terms of ECTS credits required, those MRes candidates continuing with the PhD programme with an official degree of less than 240 ECTS credits will have the opportunity to take additional courses during a second year of the MRes programme.

2. STRUCTURE OF THE M.Res. IN MANAGEMENT SCIENCES

2.1. Structure

These one-year studies are divided into 4 modules. Figure 1 provides the structure of the programme:

Figure 1. Programme structure

MODULE 1: INTRODUCTION TO MANAGEMENT RESEARCH AND METHODS 20 ECTS	MODULE 2: RESEARCH DESIGN 5 ECTS	MODULE 3: ADVANCED MANAGEMENT RESEARCH 20 ECTS	MODULE 4: WRITING AND DEFENCE OF MASTER THESIS 15 ECTS
SUBJECT 1.1: Introduction to Research Methods 9 ECTS Examples of courses in this subject: <ul style="list-style-type: none"> • Epistemology • Econometrics I • Quantitative Methods in Management Research 	SUBJECT 2.1: Research Design 5 ECTS Examples of courses in this subject: <ul style="list-style-type: none"> • Research Design in Quantitative Methods • Research Design in Qualitative Methods 	SUBJECT 3.1: Management Research: Contextual Dimensions 5 ECTS Examples of courses in this subject: <ul style="list-style-type: none"> • Managerial Economics • Business Ethics and CSR 	SUBJECT 4.1: Writing and Defence of Master Thesis 15 ECTS
SUBJECT 1.2: Introduction to Management 11 ECTS Examples of courses in this subject: <ul style="list-style-type: none"> • Micro and Macro Organizational Behavior • Strategic Management • Micro and Macro Organizational Behavior II 		SUBJECT 3.2: Advanced Topics and Methods 15 ECTS <ul style="list-style-type: none"> • Electives 	

Module 1: Introduction to Management Research and Methods

This module is comprised of two core subjects, especially suitable for training future researchers. This module corresponds to 20 ECTS and focuses on subjects related to: methodology of science; basic methodology; organizational theory and behaviour. All subjects in this module are compulsory. It is necessary to point out that participants will be studying aspects concerning quantitative and qualitative methodologies, as well as the basic theories on which management research is based (organizational behaviour, organizational theory, the principles of corporate finance and strategic management).

This first module lays the bases for commencing the Master of Research: the basic concepts are acquired in order for candidates to understand what is involved in 'carrying out research' and, in particular, carrying out research in the area of organizational management. At the end of this module, a tutor is assigned to each of the participants and is responsible for supervising their Master Thesis. Each tutor will recommend to his/her student readings to start studying the basis on the research area of their future Master Thesis.

Module 2: Research Design

The 5 ECTS in this module are compulsory. This module is intended to provide participants with grounding in both types of methodological techniques, so that they can select the appropriate methodology when conducting their research work (Master Thesis).

Module 3: Advanced Management Research

This module consists of 20 ECTS and two subjects. One subject is compulsory (5 ECTS) and its aim is to provide students with knowledge related to the field of organizational environment.

The second subject is elective (15 ECTS) and is made up of courses that correspond to the research lines of the professors participating in the PhD programme. Three different types of elective courses can be taken:

1. Courses that cover more advanced research methodologies (qualitative and quantitative), for example: Structural Equation Models, etc.
2. Courses that allow participants to specialise in specific Management fields, for example: Research topics in Marketing, Research topics in Operations Management, etc.
3. Courses covering how to manage research projects and how to write a Master thesis, for example: Management of Research and Innovation,

While participants are registered automatically to Core courses, they have to enrol within a given period to Elective courses.

Module 4: Writing and Defence of Master thesis

This module consists of 15 ECTS which are compulsory. The months of June and July are devoted to writing up and defend a research project or Master Thesis. The tutor assigned to each of the participants is responsible for supervising their Master Thesis. In spite of the fact that during the previously studied subjects participants will have already carried out research work, this will be their first major work in the field of research. See Annex 1 for regulations on Master Thesis writing and defence.

To facilitate the process of writing the master thesis, some Academic Writing Workshops and Seminars will be offered in different moments of the academic year. These seminars and workshops will address different relevant aspects related to academic writing.

2.2. Detailed description

Module 1: Introduction to Management Research and Methods (20 ECTS)

Subject 1: Introduction to Research Methods (9 ECTS) - Compulsory

- Epistemology of Science 3 ECTS
- Econometrics I 3 ECTS
- Quantitative Methods in Management Research 3 ECTS

Subject 2: Introduction to Management (11 ECTS) - Compulsory

- Micro and Macro Organizational Behavior 5 ECTS
- Micro and Macro Organizational Behavior II 3 ECTS
- Strategic Management 3 ECTS

Module 2: Research Design (5 ECTS)

Subject 1: Research Design (5 ECTS) - Compulsory

- Research Design in Quantitative Methods 2,5 ECTS
- Research Design in Qualitative Methods 2,5 ECTS

Module 3: Advanced Management Research (20 ECTS)

Subject 1: Management Research: Contextual Dimensions (5 ECTS) – Compulsory

- Managerial Economics 3 ECTS
- Business Ethics and CSR 2 ECTS

Subject 2: Advanced Topics and Methods (15 ECTS) – Electives

- Econometrics II: an experimental approach 3 ECTS
- Research Topics on Artificial Intelligence for Business Management 3 ECTS
- Managing People in Organizations 3 ECTS
- Research Topics in Strategy and Entrepreneurship 3 ECTS
- Research Topics in Marketing: choice in context 3 ECTS
- Research in Qualitative Methods II 3 ECTS
- Research Topics in Operations 3 ECTS
- Experimental Research Design 3 ECTS
- Advanced topics in business and society 3 ECTS
- Rhetoric and Management Research 3 ECTS

- Structural Equation Models 3 ECTS
- Key Research Topics in Public Management and Geopolitics 3 ECTS
- Principles of Corporate Finance 3 ECTS

Module 4: Writing and Defence of Master Thesis (15 ECTS)

Subject 1: Writing and defence of Master Thesis (15 ECTS) - Compulsory

- Writing and defence of the Master Thesis 15 ECTS

3. GRADING SYSTEM

According to the Real Decreto 1125/2003 of September 5th, published in the *Boletín Oficial del Estado (BOE)* num. 224, 18th September 2003, p. 24997, the grading scale to be applied in all higher education official degrees in Spain and its equivalence is as follows:

9 to 10	Excellent (<i>Sobresaliente</i>)
7 to 8.9.....	Distinction (<i>Notable</i>)
5 to 6.9	Pass (<i>Aprobado</i>)
0 to 4.9	Fail (<i>Suspense</i>)

The faculty members in charge of any course may decide to award an Honours grade to a maximum of 5% of the participants in a class, provided that they have attained an outstanding grade (9.0 or above). The ECTS grading scale will also be used to complement the grading information. If a course is Incomplete, it may also be graded NP (*No Presentado*). Second attempt exams or final assignments will be organised for those participants who may have failed a course or have been graded NP.

4. REQUIREMENTS FOR CONTINUING IN THE PROGRAMME

For a participant to be awarded the M.Res. degree from ESADE Business School, the participant must complete the 60 ECTS divided into 10 core courses, 5-6 elective courses and the Master Thesis project and its defence.

Participants who have successfully completed all the requirements of Modules 1, 2, 3 and 4 will be allowed to submit and defend their Master Thesis. Candidates who, for justified causes, have not taken and passed all the M.Res. courses, can be authorized by the Direction of the programme to submit and defend the Master Thesis.

M.Res. candidates should submit their Master Thesis before the end of the academic year. Please see annex 1 (Master Thesis guidelines) for more information and detailed schedule. Participants may apply in writing to the Direction of the M.Res. for an extension, justifying their reasons and providing a provisional schedule for completing their Master Thesis. The Direction of the M.Res. reserves the right to accept it.

All M.Res. courses must be passed, either in first or second attempt. All courses have two attempts. Any student who fails to present themselves at the first attempt for any reason will be awarded a "NO PRESENTADO" (Absent) and will be required to do the examination at a second attempt. This information will appear in their academic record. In case of illness, a proof of the medical visit should be submitted to the programme management. In this case, the student will be required to take the exam in the date established for the second attempt but it will be considered as the first attempt.

Exceptional examinations could also be required by those participants who fail a maximum of two second attempt exams or final assignments.

Participants who fail a maximum of two courses in the second attempt exams or final assignments should make a written request to the Direction of the M.Res. to sit an Exceptional Examination.

Participants who fail three or more courses in the second attempt exams or final assignments or those who fail the Exceptional Examinations will be withdrawn from the M.Res. programme.

Any participant failing to complete the requirements of the M.Res. will be allowed to request completion of missing credits up to no more than five years after the graduation date for their class, should a relevant course be available in the curriculum.

5. WITHDRAWAL AND LEAVES OF ABSENCE

The Direction of the M.Res. reserves the right to grant Voluntary Withdrawal or Leave of Absence from the M.Res. programme in justified cases of *force majeure* (e.g., illness of the participant or close family member, the death of a close family member...). Participants may apply in writing to the Direction of the M.Res. for postponing courses, justifying their reasons and providing a provisional schedule for completing their Master. The Direction of the M.Res. reserves the right to accept it.

5.1. Voluntary Withdrawal

Participants wishing to withdraw from the M.Res. in Management Sciences for personal reasons must notify the Direction of the M.Res. programme in writing, who will then inform the Registrar's Office and the Student Administration Department to such effect. Participants must request Voluntary Withdrawal from the programme, specifying the reasons for reaching such a decision. Participants must also furnish all the documents which support the decision set out in the written notification. Obviously such information will be treated in the strictest confidence. In the absence of the aforementioned notification, the participant will be considered to be fully enrolled on the course. Participant applications for re-admission to the programme will be considered by the Admissions Committee, which will take previous performance into consideration. ESADE will not reimburse the reservation fee in cases of voluntary withdrawal from the programme.

Those participants who have been awarded a scholarship and voluntarily withdraw from the M.Res. programme, will be requested to reimburse all the funding received from the school.

5.2. Leave of Absence

Participants wishing to request a leave of absence due to serious illness, or critical personal situations, etc., must notify the Director of the M.Res. Program in writing. The participant must submit a request for a Leave of Absence from the programme specifying the reasons for the request. Participants must also provide documentation that supports the explanations provided in the request. Evidently such information will be treated in the strictest confidence.

A granted Leave of Absence period will not exceed one academic year. Participants will not be entitled to any reimbursement of fees.

No more than one leave of absence period may be granted throughout the M.Res. in Management Sciences.

In the case of participants failing to re-join the programme after a leave of absence, this will be treated as a Voluntary Withdrawal from the programme.

Re-incorporation into the M.Res. in Management Sciences and enrolment after a period of leave of absence will take effect on the date requested in the letter submitted to the Direction of the M.Res. in Management Sciences. All grades obtained prior to leave of absence will be retained for application upon a participant's re-incorporation into the programme.

Where a participant has paid enrolment fees prior to taking leave of absence, he/she will pay the difference between the previous and current enrolment fees.

After re-incorporation into the M.Res. in Management Sciences, the participant concerned will from now on belong to the class year joined for both academic and fee billing purposes.

The Direction of the M.Res. in Management Sciences will consider the possibility of partial reimbursement of enrolment fees in the following cases:

- a) Serious illness of the participant
- b) Serious family problems
- c) *Force majeure*

If the Direction of the M.Res. in Management Sciences (with the approval of the Dean's Office and the Student Administration Department) authorises partial reimbursement of enrolment fees, it will be on the following terms:

1. Enrolment fees will be reimbursed if the participant has not yet begun classes.
2. If withdrawal from the programme occurs during the academic year, the sum reimbursed will cover teaching hours in terms not yet begun (calculated on a pro rata basis), calculated from the date of the letter requesting withdrawal.

Those participants who have been awarded a scholarship and take a leave of absence, the payment of the scholarship will be automatically stopped at the time of notification. Scholarships may not be granted if the participant re-incorporates the program.

6. AWARD OF THE DEGREE

Once the academic requirements have been met, the student receives the official diploma issued by the Spanish government, *graduated / Master of Research in Management Science* by Ramon Llull University. Being an official degree has validity throughout the national territory and, worldwide as long as you comply with the corresponding procedures established by the respective governments where you want to use it. The degree is listed as official master in the *Boletín Oficial del Estado (BOE)* num. 142, June 14, 2007, p. 25944. 3.

The official qualification conferred will be: **Máster Universitario en Investigación en Ciencias de la Gestión por la Universidad Ramon Llull.**

7. CALENDAR AND ATTENDANCE

7.1. The School Year

The M.Res. in Management Sciences lasts one year and has a workload equivalent to 60 ECTS credits.

There will be no classes from Christmas to Twelfth Day (January 6th) and during Easter Week. A detailed timetable for the Academic year will be published on the Intranet.

7.2. Dates to Register to Elective Courses

The registration in the elective courses is done in December.

At the end of January M.Res. students are informed about the courses that are finally open.

Until the end of February M.Res. students can ask the Direction of the programme to change their enrolment in those elective courses finally open.

7.3. Attendance

Class attendance is compulsory. The School will leave control of attendance to the faculty members. Participants may only attend classes in which they are enrolled.

Classes lost through no fault of the teaching staff cannot be made up. In no case will the subject contents be reduced as a result.

7.4. Punctuality

The School requires both faculty and participants to be punctual in attending classes. Professors may oblige participants arriving late to wait until after the break before being admitted to class.

7.5. Use of Facilities

The use of computers is prohibited during lecture hours, unless express authorization of the faculty. Consulting emails and other computer related activities should be done outside class hours.

7.6. Visiting Students

Visiting students and regular M.Res. students can attend courses of the programme as guest students. Students officially enrolled in the M.Res. should ask for their tutor's approval as well as for professor's acceptance. They will also have to communicate this activity to the Direction of the M.Res.

8. ASSESSMENT AND EVALUATION

8.1. Assessment

The professor will decide on the assessment scheme to be employed. The scheme should be notified to participants at the beginning of the course in the course syllabus. There is not usually one only evaluation tool, given that the participant's participation,

discussion of case studies, practical work, tests, etc., may also be used for the same purpose.

8.2. Examinations Types

The written exams is the standard method of evaluation. Other types of examination include:

- *Class participation (quantitative and qualitative)*
- *Mid-term and Final assignments*
- *Group or Individual presentations in class*

By default examinations are written, however in some cases examination can be oral.

- *Oral examinations* will be held at the discretion of the professor and/or the Direction of the M.Res. in Management Sciences. They will be public. A Tribunal may be constituted at the request of the participant. The Tribunal will be made up of the professor imparting the course and two other faculty members from the same department. A specific regulation exists for the presentation and defence of the Master Thesis (See annex 1).

8.3. Examination Regulations

- a) Participants sitting examinations will keep their ID card or Passport together with their ESADE card on their desks.
- b) The time available for the examination will be clearly stated on commencement of the examination.
- c) Participants are not permitted to leave the examination hall. Participants arriving more than one hour late will not be permitted to sit the examination. Participants who decide to quit an exam may not leave the examination hall during the first hour.
- d) Participants may ask the professor for clarification of examination questions. Professors will visit each of the examination halls for this purpose before the exam begins. Professors will give these explanations aloud so that all participants can benefit from them.
- e) Participants will be told which materials they may have in their possession and/or use during the exam. All other materials will be neatly placed in an area of the classroom/examination hall set aside for this purpose. Participants may collect their personal belongings upon handing in their examination paper and script.
- f) Participants committing serious irregularities will be required to hand in their examination papers and leave the room. Such irregularities include, though are not confined to: speaking with other examinees; passing on information; consulting books and notes which are not explicitly permitted, etc.
- g) Participants abandoning the examination are required to hand in their examination papers and scripts.
- h) Exams will be written with a ballpoint or fountain pen. The use of pencils is forbidden except where expressly permitted.
- i) All examination scripts must show the participants forename(s), surname(s) and group and should be signed by the examinee.
- j) Examination papers will be collected in, where appropriate.

- k) Participants sitting an exam are required to hand in their scripts bearing the information specified in paragraph (i) above, even though the rest of the script may have been left blank.
- l) Participants abandoning the examination once it has begun will be considered to have taken and failed the examination.
- m) Any irregularities observed during an examination will result in the expulsion of the participants involved, who will be awarded nil marks.

To be valid, participants must be notified of sanctions straight away. While some anomalies may only come to light while marking examinations (e.g., suspiciously similar answers by two or more participants), professor must promptly notify the participants concerned and the Direction of the M.Res. in Management Sciences of their decision.

Evidence of copying in an exam or test (whether or not this represents a significant percentage of the final mark) will lead to the participant being awarded a nil mark for the entire course.

8.4. Grade Revision

a) Principles

All participants who consider that they have been unfairly marked may ask to be reviewed. This applies to written examinations, oral examinations and final assignments.

In case a candidate wants to ask for a review of the evaluation of the Master Thesis, s/he will have to ask in writing to the Direction of the programme, as long as s/he has the approval of his or her tutor.

These rules do not concern collective complaints since the proper channel for these is through participant representatives. Collective complaints will automatically subsume any similar individual complaints.

If the examination script has been lost or destroyed, the Direction of the M.Res. in Management Sciences will take appropriate steps to ensure that the participant's rights are upheld.

b) Procedures

Without prejudice to any other steps taken, should a participant consider that his or her rights have been infringed, s/he may request an Official Evaluation Review in writing to the Direction of the M.Res. in Management Sciences.

This letter should state the nature of the participant's disagreement with the marks awarded and request an Official Evaluation Review. The letter should be delivered to the Registrar's Office within fifteen days of publication of the examination results.

c) Reconciliation procedure

The Direction of the M.Res. in Management Sciences will arrange a reconciliation session once the participant's formal request for an Official Evaluation Review has been received. Each party will put forward their case and decide whether to change their position after listening to the other party's explanations and arguments.

Either or both parties may request the presence of an observer. Observers may only intervene at the request of either the parties involved or the Direction of the M.Res. in

Management Sciences. An observer must be a Course Delegate or a person who is suitably qualified regarding the subject in question.

The reconciliation session will be minuted by the School's Secretary General or delegate thereof. The minutes of the meeting will be signed by all present and filed in the Registrar's Office.

Should the parties reach an accord; the procedure will finish with the application of the measures agreed. Should no accord be reached, the review procedure will continue as detailed below.

d) Review

If no accord is reached during the reconciliation session, the Direction of the M.Res. in Management Sciences will appoint a Commission to decide how to review the examination script in question and take account of those submitted by other participants. The Commission may constitute a Tribunal for this purpose or appoint another comprised of faculty members if this is deemed appropriate.

The Commission will be appointed and presided over by the Direction of the M.Res. in Management Sciences. Its members will include the Director of the Department to which the examination subject belongs, and a programme alumnus who is involved in teaching activities at ESADE and who preferably belongs to the department concerned. Should the examination subject for review have been marked by the Department Director, the Director of the Direction of the M.Res. in Management Sciences will designate another professor from the same department to take his or her place on the Commission.

The Commission may, where it considers the professor has acted unfairly and/or the participant has abused the School's review procedures, take the disciplinary action deemed appropriate. Once the Commission has reached a decision, this will be minuted by the School's Secretary General or person acting in his or her stead. The document will be signed to such effect by all members of the Commission. The original document will be filed in the Registrar's Office and copies of the document will be given to the professor and participant.

The Commission's decision will be binding and the participant will be notified in writing. The participant should also acknowledge receipt of the decision in writing.

8.5 Examination Results

As previously stated, any irregularities observed during an examination will result in the expulsion of the students involved, who will be awarded nil marks. However, some anomalies may only come to light when marking examinations (e.g. suspiciously similar answers by two or more participants). In any of these cases the professor must promptly notify her/his decision to the participants concerned and to the Director of the program.

Evidence of copying in an exam or test (whether or not this represents a significant percentage of the final mark) shall lead to the student being awarded a nil mark for the entire course

If a professor notices any sign of plagiarism in papers that paper will receive a nil grade.

All irregularities observed by any person responsible in the process will be taken to the Academic Committee and further action will be taken.

9. REQUIREMENTS FOR CREDIT RECOGNITION

Participants who have successfully completed courses on specific research or innovation areas in other research institutions can ask for a “convalidation” or “recognition”. Credit recognition can be requested to the Direction of the programme until the end of September.

Credit recognition follows the system proposed by Ramon Llull University which is regulated by RD 1125/2003 of September 5th; RD 285/2004 of February 20th; RD 309/2005 of March 18th; Acuerdo del Consejo de Coordinación Universitaria del MEC of October 25th, 2004; RD 1393/2007 of October 27th.

Once registered in the programme, M.Res. students can apply for credit recognition. A maximum of 2 compulsory and 2 elective courses can be validated. To apply for the credit recognition the following documents have to be presented in the Registrar's Office:

- University academic record and
- Programs of the courses for which credit recognition is applied.

10. DISCIPLINE

ESADE Honour Code

I will not lie, cheat or steal to gain an academic advantage, or tolerate those who do. I will respect all ESADE students, faculty and staff through my words and deeds.

Violations: Violations of the ESADE Honour Code include the following:

Lying: Lying includes knowingly communicating an untruth in order to gain an unfair academic or employment advantage.

Cheating: Cheating includes, but is not limited to, using unauthorised materials to complete an assignment; copying the work of another person; unauthorised providing of materials or information (e.g., proprietary course information) to another person; plagiarism; unauthorised providing of materials or information to another person during an exam. All communications, written, oral or otherwise, among participants during examinations, are forbidden, as is the use of notes, books, computers, calculators or other written material except when approved by the instructor.

Proprietary information: Information, whether quantitative or qualitative, and whether written or oral, that is the property of another person or organisation and that is not in the public domain that students receive for their educational purposes may not be used outside its intended purpose or disclosed without the owner's explicit permission. Past exams and course papers are not to be shared with current participants unless explicitly invited by the faculty.

False citations and false data: False citation is the attribution of intellectual property to an incorrect or fabricated source. False attribution undermines the integrity of the academic enterprise by severing a chain of ideas that should be traceable. False data are data that have been fabricated, altered, or contrived in such a way as to be misleading.

Misrepresentation: Participants should not provide inaccurate, misleading, or false information regarding their academic or professional experience or achievements, for example, in a resume, transcript, or other document or forum.

Assisting violations of Others: It is also a violation of the Academic Integrity System to assist another person in the violation of any of the Academic Integrity rules.

Failure to abide by these rules will automatically failed the course and will not be allowed to retake the examination in the same academic year. The case will be reviewed by the research degree commission. The commission may suspend the student from the M.Res.

Stealing: Stealing includes, but is not limited to, taking the property of another member of the ESADE community without permission, defacing or vandalising the property of ESADE, or the misuse of ESADE resources.

Respect for others: Respect for others includes treating all ESADE participants, staff and faculty with politeness and cordiality, refraining from using abusive language or physical violence.

Witnessing a violation of the Honour Code, a participant has a moral obligation to inform the participant whose conduct is believed to be in violation of the Code that the Code has been broken. Each member of the ESADE community, as a person of integrity, has a personal obligation to adhere to this requirement. The participant also has the duty to inform the Direction of the M.Res. in Management Sciences and/or a member of the faculty. Violations of this agreement will be monitored by the Direction of the M.Res. in Management Sciences.

Participants who VIOLATE the Honour Code or undermine School discipline or who fail to show proper respect to School staff will be penalised. The severity of the penalty will be determined by the gravity of the infraction. All penalties will be shown on the participant's academic record.

In serious cases, the penalty will be decided by the Direction of the M.Res. in Management Sciences. In particularly grave cases, the participant may be expelled from the School.

The following are examples of grave breaches of discipline. The following list is not intended to be exhaustive:

- a) Sitting an examination in place of another participant.
- b) Rudeness whether in word or deed to faculty or other members of the School or to another participant.
- c) Presenting work done by others as one's own. This applies equally to individual and group assignments.
- d) Failure to maintain confidentiality concerning assignments or work carried out in co-operation with a company.
- e) Supplying false information concerning one's employment and/or personal circumstances.

Plagiarism Proceedings

Definition and basic rules

Plagiarism is defined as “Passing off someone else’s work whether intentionally or unintentionally as your own, for your own benefit” (Carroll, J. 2002).

Plagiarism includes un-attributed or incorrectly attributed copying, failing reference all sources, making use of other students essays, auto plagiarism (submission of an assignment identical or closely related to one already submitted), the production of academic work by a third party, or the fabrication of fraudulent data

Basic rules:

- Reference and put in inverted commas all quoted text (from books, web, etc.)
- Clearly reference/list all sources as appropriate.
- Give the sources of all pictures, data etc. that are not my own.
- Not make any use of the essay(s) of any other student(s) either past or present.
- Not seeking or use the help of any external professional agencies for the work.
- Acknowledge in appropriate places any help received from others (eg fellow students, statisticians, external sources).

It is the responsibility of the student to use referencing conventions and to avoid close paraphrasing. ESADE’s students sign a “declaration of own work” where they commit themselves not to commit plagiarism.

Process

When a potential case of plagiarism occurs, the program director presents the case to the Research Degrees Commission.

The Commission assesses the case and confirm the level of seriousness -which determines the consequences-: poor academic practice, moderate plagiarism and serious plagiarism.

The Commission will rely on its expertise or/and other available tools (such as software application like Turnitin) to make a decision. The student will be notified of the Commission’s resolution by letter or email, and orally. The student can appeal to the decision by submitting a written document in which she/he will develop her/his arguments to the Research Degrees Commission.

Poor Academic Practice

Poor academic practice consists in a limited failure to abide by academic conventions. The commission will take into account whether the student may not yet be entirely familiar with the academic requirements regarding acknowledging sources and quotation rules. This category would normally include the inclusion of a small amount of un-attributed or incorrectly attributed material, or of text that is so similar to the original that it is effectively copied from the original source.

Subsequent occurrences of poor academic practices will be considered as evidence of moderate or serious plagiarism.

Sanction: In the case of a first offence, the student is notified of the offence and has up to a week to resubmit the document rectifying the shortcomings from the plagiarism. In case of repeated offences, the commission will consider setting the assignment to fail and other appropriate sanctions.

Moderate plagiarism

This category includes a moderate inclusion of un-attributed or incorrectly attributed copying, failing reference all sources, making use of other student essays, and auto plagiarism (submission of an assignment identical or closely related to one already submitted).

Sanction: The assignment element is set to fail. The student is notified of the offence and has up to a week to resubmit the document rectifying the shortcomings from the plagiarism. The commission can call for dematriculation contingent upon the seriousness of the offence as evaluated decided by the Commission.

Serious plagiarism

Serious plagiarism includes copying extensive quantities of material from another source without attribution or attributing incorrectly the source. It also includes making extensive use of other students essays and auto plagiarism (submission of an assignment identical or closely related to one already submitted). Serious plagiarism also includes any use of material obtained from a source that involve a commercial transaction, the production of academic work by a third party, in all cases regardless of actual extent, or the fabrication of fraudulent data.

Sanction: The commission may call for the dematriculation of the student.

Ethos Statement

Choosing to come to ESADE Business School means joining a distinctive community. Founded as a Jesuit institution, ESADE places special emphasis on the dignity and worth of every person, and the pursuit of truth. Membership in the community carries with it high expectations regarding the ways in which each person will act both on and off the campuses.

All members of the ESADE community are expected to honor the following commitments in all their actions:

- A commitment to the highest standards of honesty and personal integrity both inside and outside the classroom
- A commitment to treat others in a respectful manner, regardless of differences such as race, religion, nationality, ethnicity, gender or sexual orientation
- A commitment to open discourse and the free exchange of ideas
- A commitment to exercise mutual care and responsibility in all relationships
- A commitment to an active concern for the safety, security and well-being of each individual and a respect for individual, communal and university property

11. BOARD OF ACADEMIC AFFAIRS

The M.Res. in Management Sciences' Board of Academic Affairs will comply with Article 35 of the ESADE Statute, which states:

Each programme will have its own Board of Academic Affairs, presided over by its Programme Director. Each Programme Board of Academic Affairs has its own Organisation Manual and Regulations covering its functions, composition and procedures.

The Board of Academic Affairs is a body which advises the Direction of the M.Res. in Management Sciences and which plans and monitors academic matters.

There is a unique Board of Academic Affairs for the ESADE research programmes.

11.1. Functions

- To advise the Direction of the M.Res. in Management Sciences on all issues concerning the M.Res. in Management Sciences on which it is consulted.
- To advise the Direction of the M.Res. in Management Sciences on the selection criteria and terms of admission concerning candidates.
- To draw up reports and submit proposals concerning the running of the M. Res in Management Sciences and improvements to be made.
- To analyse and make decisions regarding the M. Res in Management Sciences Regulations to be applied in the following academic year.
- To present and analyse market studies, new trends and changes in the competitive environment which might affect the objectives of the M. Res in Management Sciences.
- To study and propose changes to the M. Res in Management Sciences Curriculum with regard to structure, content, methodology and length.
- To inform the Dean and the Director General of the programme fees for the following academic year proposed by the Direction of the M. Res in Management Sciences for their approval.

11.2. Composition

The board of Academic Affairs is composed by the following members:

Permanent members:

- The Director of the M.Res. in Management Sciences
- The Director of the PhD in Management Sciences
- The Vice-Dean of Research

Designated members:

- Two PhD/M.Res in Management Sciences faculty members, designated by the Dean of Faculty and Research.

Elected members:

- One PhD candidate, elected by the candidate representatives.
- One M.Res. student, elected by the student representatives.
- Two faculty members from the programme, elected by the ESADE faculty

12. M.Res. and PhD COMMISSION

The M.Res. and PhD Commission meets once a month and makes decisions regarding admissions and guarantees the quality of the academic outputs (Master and PhD Theses and other publications).

12.1. Functions

- To make decisions regarding admissions of M.Res. and PhD candidates and PhD visiting fellows.
- To make decisions on the acceptance of a PhD thesis and the PhD Committee proposed by the Thesis supervisor to be presented to the Ramon Llull University Doctoral Commission.
- To select for each academic year the PhD extraordinary award of the PhD programme in Management Sciences.
- To make decisions regarding awarding of grants and fellowships.
- To select programme representatives for international events and conferences.

12.2. Composition

The composition of the M.Res. and PhD Academic Commission is as follows:

Permanent members:

- The Director of the M.Res. in Management Sciences
- The Director of the PhD in Management Sciences
- The Vice-Dean of Research

Elected members:

- Three PhD/M.Res. in Management Sciences faculty members, designated by the Dean of Faculty and Research.

13. MEETINGS WITH CLASS REPRESENTATIVES

The Direction of the M.Res. in Management Sciences will hold various meetings throughout the course with student representatives. Representatives must be elected by their colleagues in a democratic election at the end of November.

The main purpose of these meetings will be to analyse the progress of current academic year and to comment upon opportunities to make improvements to the M. Res.

14. NOTIFICATIONS AND ANNOUNCEMENTS

All of the information concerning courses (e.g., timetable changes, faculty absences, test, examinations, etc.) is published on the Intranet. This information is removed once it is no longer current.

Any change to these Programme Regulations will take effect when publicly announced and will be added to subsequent versions of this text.

If *force majeure* prevents one or more participants from being made aware of such changes (providing that these directly affect them), they may appeal to the Direction of the M. Res in Management Sciences.

The School will not answer or pass on messages or telephone calls to participants except in emergencies. Participants will be notified of urgent messages via email.

15. PROPOSALS AND SUGGESTIONS

These regulations will be valid for the class of 2016-2017.

Any suggestions concerning these regulations should be made via the participant representatives to the M. Res in Management Sciences Board of Academic Affairs. These suggestions will be studied and incorporated in the following academic year if deemed appropriate.

16. INTERPRETATION AND APPEALS

The Vice-Dean of Research will be responsible for interpreting these regulations. Appeals regarding this interpretation will be addressed to the Vice-Dean of Research in the first instance and to the Dean of Faculty and Research in the second instance.

Master Thesis Guidelines

Introduction

Candidates for Master of Research in Management Sciences are, according to *Real Decreto 1393/2007* 29th October, article 15.3, required to write and publicly defend a Master Thesis. The Master Thesis is a key component and the last academic requirement that the participants in the Master of Research in Management Sciences Programme have to fulfil before they are conferred their degree.

According to the Master of Research Programme Regulations for the academic year 2017-2018, the Master Thesis corresponds to 15 ECTS and its development and defence will take place during the month of July, in the fourth and final module of the programme. Upon successfully completing the Master Thesis, participants will be awarded 15 ECTS. It is a required condition to have successfully completed the first 3 modules of the programme, thus obtaining a minimum of 45 ECTS.

The tutor, assigned to each participant at the beginning of the academic year, is the person responsible for supervising the Master Thesis. The M.Res. Master Thesis permits the students to conduct an individual research study by using concepts and methods learned during the academic year. The elaboration of the M.Res. Master Thesis will help the candidates acquire the following competencies:

- The skills needed to develop a research paper from a rigorous qualitative and/or quantitative perspective.
- The ability to structure the research paper, from the justification/motivation of the research question to the writing of the paper.
- The ability to use suitable strategies to search for information.
- The ability to communicate effectively, especially in writing, when practicing the pre-writing processes and writing up the paper.

No limitations are imposed on the topic selected for the Master Thesis research, except that it should be relevant to the field of study selected. The nature of the research may be one of the following three types:

1. **Theoretical research**, which advances our state of knowledge or understanding in a certain field.
2. **Applied research**, which typically involves the use of existing knowledge and methods to investigate a new application or to solve a real-world problem.
3. **Literature review**, which analyses in depth the state of the art within a specific line or interest of research.

A research paper is the outcome of a research process and, in this sense, it provides evidence of your work. Therefore, as this is your first experience in research, it is advisable to make all your decisions explicit on the paper (why your topic is relevant, why you chose a given methodological approach, why you chose a measuring instrument and not another...).

However, we must not forget it is a text as well, and the main objective of a text is to facilitate the readers' comprehension. In the case of this academic genre, because of its argumentative nature, there is still another objective to fulfil and that has to do with ensuring the readers' adherence to our own perspectives. This involves that, besides the need to ensure accuracy in our explanation (i.e., that the text reflects what we did and why), we need to ensure its degree of readability and persuasion. In order to do that, please pay attention to:

- the way information is organized in your text
- whether any information gaps can be identified
- the clarity of your argumentation
- the way the different parts of the text connect
- the degree of formality of the language used
- whether you are using the necessary domain-specific terms
- whether the reader may find a word or expression 'surprising'
- whether you are appealing to the readers' knowledge universe
- the discursive resources you can use to include the reader in the conceptual dialogue set by your work

As you can tell, writing your Master Thesis is one of the key processes in your formation as a researcher. It is the M.Res. programme Direction's wish to help you enter the research path in as fruitful and joyful a way as possible. M.Res.

The M.Res. will provide you support to get familiar with the norms in Academic Writing; How to organize articles, grouping by themes; How to structure a literature review; some tutorials on English for Academic purposes and feedback on 1st Master Thesis draft.

Registration and Deadlines

Students must submit the Master Thesis Extended Abstract on January 26th 2018 through the M.Res. thesis website. To do so please use the form included at the end of this document.

The defence of the Master Thesis will be held July the 11th 12th, and the 13th in an open session. To reach this date, students must upload the final document at the M.Res. thesis website (Program Manager) on June 26th.

Having these final deadlines in mind, the suggested working schedule is as follows:

- **Introductory Week:** Presentation of research lines and Master Thesis proposals by researchers.
- **October:** Meeting with the M.Res. Director. Only the M.Res. programme Director can propose the tutors for every student.
- **October-November:** First meeting with tutors.
- **End of November:** Research line decided.
- **January 26th:** Submission of an extended abstract to the M.Res. website (see appendices 1 and 2). Information regarding the characteristics of this abstract is provided in appendix 2.
- **April 9th:** Submission of 1st Draft of M.Res. Master Thesis to the M.Res. website
- **June 26th:** Due date of the final version of the Master Thesis at the Registrar's Office.
- **July 11th 12th and 13th:** Defence of Master Thesis.

Be aware that the content of the Master Thesis has to be developed closely with the tutor, and in the framework of one of ESADE research groups, for this reason it is compulsory to make a presentation to your research group (recommended during April -

May) of the research done in your Master Thesis within the academic year before the process of elaboration of the Master Thesis is finished. This will allow you to get feedback from the members of the research group and improve the research done.

Formal Requirements

The Master Thesis must be written in English, on plain white A4 paper (i.e. 21.0 centimetres [8.27 inches] by 29.69 centimetres [11.69 inches]) and the margins should be set to Word's default: top and bottom 2.54 centimetres (1.00 inches), right and left 3.17 centimetres (1.25 inches). Letter font should be Arial or Times New Roman, 12-point.

Please ensure that pages are numbered. Be sure to spell check the manuscript. It is recommended a min length of 5000 words, excluding cover page(s), abstract, index, bibliography and appendices or annexes. If preferred you can use the formatting and bibliography requirements defined in a recognised publication on your specific field of research. The master thesis should comprise an abstract.

Master Theses will be submitted on the Master Thesis website.

Grading and Assessment of the Master Thesis

In terms of outcome, the Master Thesis consists of a formal or practical research on a topic approved by an academic department or a research group. For this reason, each student has to present their proposal to the research group or department (recommended during April - May). In addition, a written report by the tutor will be required.

The M.Res. Master Thesis requires a written paper and an oral defence evaluated by an academic committee convened for that purpose. The student will be evaluated upon:

- a) the overall quality and significance of his or her master thesis (70%),
- b) the oral defence of his or her findings (30%),

A Committee, proposed by the tutor and approved by the Doctorate Committee, consisting of 3 doctors will be responsible for giving the final evaluation. The objective of this committee is to assess the scientific and intellectual maturity of students, as the result of their learning throughout the academic year.

The participant will be given 30 minutes to defend his or her Master Thesis. 20 minutes can be dedicated to the presentation. During the presentation, the Committee cannot interrupt the participant. The Committee will ask a series of questions about the Master Thesis to the participant and will discuss the submitted Thesis. The students will answer all the questions posed by the members of the Committee once they have all finished posing them. Total presentation and defence time cannot exceed an hour.

Grades will follow the grading scale (0 to 10) to be applied in all official higher education degrees in Spain (Real Decreto 1125/2003 of 5 September, published in the *Boletín Oficial del Estado* (BOE) num. 224, 18 September 2003, p. 24997). Dates of the public defence will be announced at the beginning of each academic year.

Appendix 1

M.Res. Master Thesis Proposal Extended Abstract ²

Student

Name and Family Name: Code:
Address:
Town/City: Country:
E-mail: Tel:

Tutor

Name and Family Name:

Research Group/ Department

.....

Master Thesis Proposed Title:

.....

Evaluators proposed (must be in the Research Area)

1.
2.

Barcelona, 2018

Approval
Tutor

Approval
Programme director

(Reserved for use by the Registrar's Office)

REGISTER

Number: Date:

² Extended Abstract must be attached in a separate sheet (two pages minimum including bibliography)

Appendix 2. Requirements of the Master Thesis Extended Abstract.

The submission of the extended abstract is a requirement that allows Programme Direction to check the stage of development of your Master Thesis. When elaborating it, please have the following in mind:

The title

This is one of the most essential components of your work. When choosing **the words** to be included in the title, they **need to belong to the adequate conceptual universe** so that the reader can situate our work in the corresponding research field and research line. Finally, we need to consider that the words we choose to include in the title become key when we think about the search of information through Internet.

The extended abstract

Given the early stage in the development of your paper, please note that **you are expected to submit a descriptive abstract**. It needs to present the **problem or gap** found in the corresponding research field as well as the **line/s of thought or approach/es** you will follow to find an answer to the problem (or a methodology that can help you find it). When doing so, you are expected to **support** the selected line of thought/approach by referring, in your text, to **relevant literature of the field**.

Finally, if you have already thought about this, you may want to describe the **type of study** that would help you obtain the necessary data for you to confirm your hypothesis and which you expect to conduct in the future. In any case, if you want to refer to the study, you do not need to refer to the method, results or conclusions at this stage.

In terms of formal requirements, the length of the extended abstract may vary **between 500 and 800 words**.

List of references

You are expected to include a **list of references** at the end of the extended abstract. Please note that you are not asked to include the list of papers you may have read, but **only those which are fully relevant to your work and thus appear cited in your extended abstract**.

Also, please find a more detailed structure of the questions that an extended abstract corresponding to a literature review Master Thesis should attempt to answer.

Basic structure of an extended abstract for a Research Master Thesis

1. Why are certain concepts/constructs relevant for your research/practitioner's field?
2. What do we know about these constructs?
3. What is it that we still do not know about them?
5. Specifically what is the focus of your Master Thesis? Why do you think it is relevant to current research in your field?
6. Outline of the literature review
 - Types of papers revised:
 - o practitioners' papers
 - o research papers
 - Criteria for the selection of papers revised
 - o published in prestigious/high impact factor journals
 - o highly cited articles
7. What kind of Master Thesis (a. theoretical research, b. applied research, c. literature review) would you like to elaborate?
8. List of references