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Telfer Guidelines and Resources for M.Sc. in Management: Thesis and Project

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Master of Science in Management

The following guidelines are intended to provide general information to students applying to and enrolled in the M.Sc. in Management graduate program. You will also find links to useful resources at the end of this document where you can access additional information.

1. Searching for a Supervisor

1.1. M.Sc. with Thesis

You need to find a professor willing to supervise you ***before you apply*** to the M.Sc. program with thesis. Your admission depends on it. Thus, you need to identify Telfer professors in your preferred concentration area whose research matches your interests and background. You can find professors' information using the [M.Sc. program's "faculty" website](#) to see whether they are willing to supervise a thesis and learn of their research interests, recent publications, and currently funded research projects. When you have identified potential supervisors, email them on an individual basis to schedule an appointment to discuss your qualifications, and obtain more information about their research activities.

In your email to potential supervisors, include the following information:

1. Your CV
2. A short paragraph about your research areas of interest (keep your scope wide and general, not too narrow or focused)
3. Why you find the professor's research expertise interesting and aligned with your own interests (you need to read some of his/her recent publications to write something compelling).

1.2 M.Sc. with Research Project

Unlike the program option that involves a thesis, the options involving a research project (12 months and 20 months with CO-OP) do not require you to find a potential supervisor before applying to the program. However, it is highly recommended that you explore the research interests of professors in your preferred concentration before you apply in order to know whether any faculty member's research is of interest to you. You can find professors' information using the [M.Sc. program's "faculty" website](#) to find out whether they are willing to supervise a research project and learn about their research interests, recent publications, and currently funded research projects. When you have identified potential supervisors, email them on an individual basis ***during your first term in the program*** to schedule an appointment to discuss your qualifications and obtain more information about their research activities.

In your email to potential supervisors, include the following information:

1. Your CV
2. A short paragraph about your research areas of interest (keep your scope wide and general, not too narrow, and focused)
3. The start date of your program
4. The expected date for your program completion
5. Why you find the professor's research expertise interesting and aligned with your own interests (you need to read some of his/her recent publications to write something compelling).

2. The M.Sc. Research Project

The research project counts for six units. It requires the effort and dedication equivalent to at least a six-unit course. A project should be well-circumscribed and provide an authentic and pertinent learning experience. Quite often, students will have discussions with professors and participate in their research teams for one semester, before starting to work on the project in the following semester.

Your project should have clear goals and at least one concrete “deliverable” (e.g., a set of potential solutions to a specific management problem). It should also identify some regular milestones as this will afford opportunities for both the supervisor and student to chart progress and to give feedback.

Compared to an M.Sc. thesis, a project is typically narrower in scope and/or more focused on finding a practical solution to a management problem. Examples can include using previously collected data to test whether published research findings addressing a particular management issue are replicable in a different context, suggesting a set of practical solutions to a specific problem based on a thorough review of scholarly literature, and analyzing previously collected data to propose ways of addressing a particular problem. The project’s central aim is to give you the opportunity to use your advanced research skills to inform practice within organizations dealing with the type of problem your project addresses.

You are discouraged from taking on a project that would involve collecting new data from human beings (e.g., conducting an online survey) because you will typically not have the time to wait for the University research ethics board’s approval to proceed.

2.1 Project Proposal

In coordination with your supervisor, you are required to prepare a proposal for your project and submit it to the Graduate Office *before the last term of your program*. For example, if you are to finish the program by the end of a Summer term, then you must submit your proposal during the preceding Winter term. The project proposal should include, at the minimum, the following components:

1. Title of the project
2. The project’s general objective and the specific outcome(s) to be achieved
3. The specific tasks that need to be accomplished during the project to achieve the outcome(s)
4. A workplan (timetable) that identifies the milestones and the progress to be achieved at each milestone

Submit a PDF of your Project Proposal and a completed [Registration to Research Project Form](#) to the Graduate Office as a **Research Paper** Service Request.

2.2 Project Submission and Evaluation

The final project report must be submitted to your project supervisor by the last week of the last semester in which you are registered for the project. You must be registered for the project for a minimum of 1 semester.

Your supervisor will evaluate your final project report. Once the evaluation is complete, your supervisor will fill out the [Research Project Evaluation Form](#) and return it to you. Please submit the form to the Graduate Office as a **Research Paper** Service Request.

As a general guideline, your project report should be approximately 50 pages in length including references, figures, tables, and appendices. Please use double-spaced Calibri (size 11) or Times New Roman (size 12) fonts. Your report should include the following sections:

- Executive summary (a short summary of the project report from introduction to conclusion, including goals, approach, results, and main conclusion[s] drawn)
- Introduction (in the first two paragraphs identify the main topic, explain why it is important, and list the specific research question[s] you aim to answer; in the 4–5 pages that follow, use the scholarly literature to justify your project's research questions and methodology)
- Methods (explain the steps taken to answer your research question[s])
- Results (report what your methods yielded in terms of findings)
- Discussion (explain how your findings answer your research question[s], how they can realistically be used to improve management practice, the limitations of your work, and end with a concluding paragraph)

3. The M.Sc. Research Project with Co-op

During your first semester, you will submit an application to the co-op program through your uoZone account. If accepted, in the second semester, you will go through the placement process to find your employer with whom you'll start working in the Summer term of year one.

Note that if you are an international student, you will also need to apply for your co-op work permit in the first semester of the program in order to be eligible to work in Canada.

Your co-op placements will take place in the Summer term of year one and the Fall term of year two.

In the Fall term of year two, you choose your topic and scope for your research project. Finally, you complete your research project in the Winter term of year two.

4. The M.Sc. Thesis

The M.Sc. thesis does not count for any academic units but is a core requirement of the thesis option of the program. It requires significant research preparation and an approved thesis proposal before it officially starts. A thesis carries significant academic and research merit, and in particular, it is an important requirement to fulfill for those who intend to continue their studies with a doctoral degree.

Compared to a research project, a thesis typically aims to make a novel contribution to scholarly literature. It, therefore, tends to focus more on advancing scholarship that has more generalizable implications for management than on finding practical solutions to specific problems, although one does not necessarily preclude the other. For example, a thesis could aim to clarify the meaning of an important concept, why research studies on a particular topic are inconsistent in their findings, or even identify new reasons why certain types of desirable management outcomes tend to occur. Thesis work is also more likely to involve the collection of data among human participants, which first requires approval from the University research ethics board.

Students typically spend one full year on thesis-related work once they complete all courses. This can be reduced if the student starts thesis work part-time with their supervisor shortly after entering the program while they are also taking the required courses for their program. Students aim to defend their proposal by the end of their second term, after which they conduct the proposed research, produce their thesis, and ultimately defend it.

4.1 Thesis Topic

The thesis topic may be chosen by the student or proposed by the thesis supervisor but must be accepted by both. A pertinent thesis topic corresponds to the research interests of the student and to the areas of specialization of the thesis supervisor.

The thesis topic must be submitted to the Telfer Graduate Office by the end of the second term (Winter – year one). Students must submit their thesis topic through an **Add or Modify Thesis Title** service request by typing their thesis topic in the comment box.

4.2 Thesis Proposal

The thesis proposal is compulsory for students who choose the thesis program option. You prepare it in coordination with your thesis committee (your supervisor and two other Telfer professors). A written version of your proposal must be submitted to your supervisor and committee for evaluation. A thesis proposal defence is optional. It will be arranged by your supervisor at their discretion.

Once the evaluation is complete, the [Thesis Proposal Form](#) must be submitted to the Graduate Office.

The thesis proposal should include the following sections:

- Abstract (a short summary of the proposed thesis, including the main topic, the specific research question[s], and the methods to be used)
- Introduction (in the first 1–3 paragraphs identify the main topic, explain its importance, list the specific research questions you aim to answer, and explain why they need answering; in the 5–7 pages that follow, review scholarly literature that justifies your specific research questions and chosen methodology)
- Methods (explain the steps you plan to take to answer your research questions, such as the type of participants or data needed, how you will access them, the measures you will use, and the analytical methodology you will apply)
- Workplan (a timetable that identifies the milestones and the progress to be achieved at each milestone)

4.3 Thesis Submission and Evaluation

As per the guidelines of the Faculty of Graduate and Postdoctoral Studies (FGPS), your thesis needs to be examined by your thesis committee (see above). The List of Examiners needs to be submitted to the graduate office at least one month before you intend to submit your written thesis for evaluation. Once your thesis is submitted, the graduate office will distribute it to your examiners and collect their evaluations at the end of a one-month evaluation period.

Your oral defence will be scheduled by the graduate office in coordination with your thesis examiners. The final version of your thesis must be submitted within one month of your successful oral defence.

For more information on writing and defence of a thesis, please consult the following resource:

<https://www2.uottawa.ca/study/graduate-studies/thesis>

5. Referencing and Plagiarism

Plagiarism is a serious offense at the University of Ottawa. It applies not just to your thesis or research project report, but also to any deliverable that you hand in for a course, or anything you publish (whether submitting a paper to a journal, conference, workshop, or writing on a website) while a student at the University of Ottawa.

Often students do not realize the seriousness of this issue for universities. Visit

<http://en.wikipedia.org/wiki/Plagiarism> or <http://www.plagiarism.org/> for a list of various types of plagiarism and how to prevent them.

At the University of Ottawa, there is a detailed list of sanctions that may occur... UP TO AND INCLUDING EXPULSION FROM THE UNIVERSITY. <https://www2.uottawa.ca/about-us/policies-regulations/academic-regulation-i-14-academic-fraud>

Please be aware of and carefully follow the guidelines listed below in all writing you submit while attending the University of Ottawa.

The University of Ottawa's document on plagiarism states that:

"PLAGIARISM is taking another person's words, ideas or statistics and passing them off as your own. The complete or partial translation of a text written by someone else also constitutes plagiarism if you do not acknowledge your source. When borrowing another person's words, use quotation marks and include complete references (author's name, date, pages). Internet sources must also be acknowledged. Also, when borrowing another person's ideas, acknowledge their origin."

When writing your thesis or research project report, try to minimize the amount of text you borrow from other sources. There might be cases where you see it appropriate to quote exact sentences from the source. If that is the case, then use quotation marks and include the complete reference (author's name, date, pages).

If you paraphrase sentences from other authors, you must still cite the full references and give them credits. When paraphrasing, avoid keeping the same sentence structure used in the original source. Instead, try to use your own words in paraphrasing the original sentences.

Even when you "properly" reference your sources, whether you quote them exactly or paraphrase them in your own words, you should still avoid importing too much material from other sources in your writing. Keep in mind that this is "your" document. As such, it should mainly include your contributions in your own words.

There are software applications to check the similarity of your written materials with other sources available on the Internet, such as published journal articles, conference proceedings, theses, and technical reports. Here are some examples of such software applications:

- WriteCheck (<http://en.writecheck.com/>) to check for plagiarism and grammar.
- iThenticate (<http://www.ithenticate.com/>) is used by publishers to check similarity.
- Turnitin (<http://www.turnitin.com>) is available to all Telfer professors free of charge.

6. Resources

The following resources prove to be valuable and useful when planning your research project or thesis, writing the proposal, conducting the research, and writing the final project report or thesis.

6.1 Research Projects Information Sessions

Two information sessions are scheduled throughout the academic year: one in late September and one in late January. The workshops will include short presentations by professors in your concentration area on their areas of research and current research activities.

6.2 Academic Support

[Academic GPS](#) provides students with various forms of support. For instance, students can make **writing appointments**, during which they receive mentoring from more experienced peers on how to improve their academic writing skills.

[Academic Accommodations](#) ensures full access and participation in the learning environment with dignity, autonomy, and without impediment.

6.3 Library

Management library (2nd floor of Desmarais building):

<https://telfer.uottawa.ca/en/management-library/>

The Management library's research librarians (see link above) are critically valuable to any M.Sc. student seeking assistance on how to conduct the best possible literature search.

Morrisette library (main campus library): <https://biblio.uottawa.ca/en/morisset-library>

6.4 Service Request Guide

An instruction guide to creating Services Requests and the different types of Service Requests is available on the [Student Handbook, Forms, and Guidelines](#) page.

6. Typical Course Sequence

Please see [Courses and Program Concentrations](#) for a typical course sequence specific to your concentration.

6.1. The M.Sc. Research Project

FALL	<ul style="list-style-type: none">•MGT 5300 (Foundations of Management)•MGT 5200 (Foundations of Quantitative Methods)•Concentration course•Concentration course <p>Note: Students must find their supervisor during this term.</p> <p>Students can also enroll in MGT 6991. Students must complete 4 seminars.</p>
WINTER	<ul style="list-style-type: none">•Concentration course•Concentration course•Concentration course•Concentration course•MGT 6991 (if not all 4 seminars have been completed) <p>Note: Students are required submit their project proposal during the Winter term</p>
SUMMER	<ul style="list-style-type: none">•MGT 6997 (M.Sc. Research Project)

6.2. The M.Sc. Research Project with Co-op

YEAR 1	FALL	<ul style="list-style-type: none">•MGT 5300 (Foundations of Management)•MGT 5200 (Foundations of Quantitative Methods)•Concentration course•Concentration course <p>Note: Students must apply for Co-op during this term.</p> <p>Students can also enroll in MGT 6991.</p>
	WINTER	<ul style="list-style-type: none">•Concentration course•Concentration course•Concentration course•Concentration course•MGT 6991 (if not all 4 seminars have been completed) <p>Note: Students will go through the placement process to find their employer.</p>
	SUMMER	<ul style="list-style-type: none">•Co-op Work Term
YEAR 2	FALL	<ul style="list-style-type: none">•Co-op Work Term <p>Note: Students are required to submit their project proposal.</p>
	WINTER	<ul style="list-style-type: none">•MGT 6997 (M.Sc. Research Project)

6.3. The M.Sc. Thesis

YEAR 1	FALL	<ul style="list-style-type: none"> •MGT 5300 (Foundations of Management) •MGT 5200 (Foundations of Quantitative Methods) •Concentration course •Concentration course <p>Note: Students can also enroll in MGT 6991. Students must complete 6 seminars.</p>
	WINTER	<ul style="list-style-type: none"> •Concentration course •Concentration course •Concentration course •MGT 6991 (if not all 6 seminars have been completed) <p>Note : Students should submit their thesis proposal for evaluation.</p>
	SUMMER	<ul style="list-style-type: none"> •THM 7999 (Thesis)
YEAR 2	FALL	<ul style="list-style-type: none"> •THM 7999 (Thesis)
	WINTER	<ul style="list-style-type: none"> •THM 7999 (Thesis)
	SUMMER	<ul style="list-style-type: none"> •THM 7999 (Thesis)