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CBS GRADUATE SCHOOL

Survival Kit

- for Master's Thesis Students



**Copenhagen
Business School**
HANDELSHØJSKOLEN



Photo: Chrilles Wybrandt

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Preface

It is a privilege to write a Master's thesis. Life does not offer many opportunities where you can lose yourself in a subject for six months just because you find it interesting. But it is also hard work. It has to be hard work as it must be a seal of approval to have a master's degree from CBS. In ten years' time, you might not still be working with the subject of your thesis, but the academic skills gained through your work on the thesis will be useful to you for the rest of your working life.

To help you through your thesis project, we have written this Survival Kit. The Survival Kit contains the information you need to be able to comply with CBS's rules and regulations for the thesis project. The Survival Kit also provides you with various pieces of advice on how to handle the process.

However, we cannot predict all possible situations. Even though you follow all good advice, everything might not develop as planned. Therefore, we have also included information about the people at CBS who can help you if something unexpected happens.

We recommend that you save the Survival Kit until you have received the assessment of your thesis, and use it as a work of reference every time you have a question.

Even though it is hard work, it is also fun to write a Master's thesis, so do remember to enjoy it!

Happy writing!

Vibeke Ankersborg
Master's Thesis Counsellor

WHAT IS A MASTER'S THESIS?

A Master's thesis is a major independent paper. The student chooses the subject of the thesis and develops the research question on his/her own. In the paper, the student is to apply social science theories and methodologies. The student is to discuss both the applied theories and methods and his/her own results critically. Summaries of theory do not belong in a thesis. Normally, it is expected that the thesis provides a new perspective, for instance, known theory used on a new case, or a known problem examined through the application of a new or different combination of theory. The work on the Master's thesis corresponds to 30 ECTS credits, which is equivalent to half a year's full-time study.

The Initial Stages

Some people would argue that the work on the Master's thesis begins when you start writing. But it actually takes a lot of work and thinking before you get that far. This stage is an equally important part of the thesis project and requires your full attention to ensure a constructive thesis process. This process already begins when you start considering your choice of subject.

SUBJECT FIELD AND IDEAS

This part of the project may begin early in your master's programme. Perhaps you start to consider your choice of subject field during the first semester. You may also be inspired by your electives, or maybe you choose your electives according to the subject, you would like to write about. You might also wait considering your subject until fourth semester. However, if you would like to complete your master's programme within the standard duration of time, you should choose your subject field before the beginning of the fourth semester.

To choose the subject field, you can let yourself be inspired by teachers, fellow students, literature, companies, topics you have found in, for instance, news-

papers or at your student job, and a lot of other things. The only formal requirement is that the subject must fall within the academic profile of your study programme. If you doubt whether your idea meets this requirement, you should contact the coordinator for Master's theses at your study programme. You can read more about the coordinator in the chapter "Advice and Guidance". It is important that you yourself decide the subject. If other people decide the subject for you, you risk losing control over your thesis, and it may be difficult for you to complete it.

Good advice:

- Write down all ideas in a place where you can find them again. Be as creative as you like.
- Consider whether you would like to write alone or together with a partner. If you are going to write together with a partner, you should discuss subjects and ideas, and the subject should be of equal importance to both of you. It is also important that you discuss your expectations, for instance, how much weekly time

you are willing to spend working on the thesis, whether you will work together or separately, when you are planning to hand in the thesis etc.

- It is important that you choose a subject that interests you as you are going to work on it intensively the next six months.

INFORMATION EVENT

Most study programmes kick off the thesis project by arranging a one-day information seminar. Your programme secretary will inform you about time and place. It is important to take part in this seminar as you will receive much relevant information, so do prioritise the time it will take to participate.

THE STUDY GUIDE

Your Study Guide contains important information, which you should read before you begin working on your thesis. It is particularly important to read the chapters on Master's thesis and exam regulations. The learning objectives is written in the programme regulations, which you can find in SAR (page 19).

Most study programmes also have a manual for the Master's thesis, which contains an elaboration of the programme regulations, which you ought to read.

The manual is added to the Study Guide as an appendix.

The study guide can be found on e-campus: Study - Study home pages - Master - your study programme - Study guide.

CHOICE OF SUPERVISOR

Your programme secretary has a list of supervisors who are attached to your study programme and approved in advance. You are not obligated to choose a supervisor from the list, but the study programmes have different rules as to how free your choice of supervisor is allowed to be. If you are in doubt about the rules on your study programme, please ask your programme secretary.

If you are allowed to choose freely among the supervisors, you can just contact the professor at CBS who you would like to be your supervisor. You can also choose a part-time lecturer if he/she is attached to your study programme.

If you would like a part-time lecturer from another study programme, or if you are in doubt whether your preferred supervisor can be approved, or if you would like a supervisor not employed at CBS, you must contact the coordinator for Master's theses at your study programme *before* making an appointment

with the supervisor. You should also contact the coordinator if you have difficulties finding a supervisor yourself.

No matter how you find your supervisor, your choice of supervisor must be approved by the coordinator. This is done by having your supervisor sign the thesis contract (page 8), which you are to hand in to your programme secretary. The programme secretary then passes the contract on to the coordinator.

In the Study Guide's chapter on Master's thesis, it is stated how many supervisory hours you are entitled to. The number of supervisory hours covers both telephone and e-mail correspondence, meetings and the supervisor's preparation for these meetings.

Good advice:

- On www.cbs.dk under "Research & Knowledge", you can read the CVs of CBS faculty and a description of their research areas. This can help you to find a supervisor suited for your subject.
- Start finding a supervisor early in the process as it may take time.
- Write a small synopsis of approx. 2 A4 pages so that your potential supervisor can assess whether he/she is qualified to supervise within your subject field.
- You should discuss your subject with your supervisor, so you do not necessarily have to decide on a delimitation of your subject before finding a supervisor.
- Discuss forms of supervision at the first meeting. What do you expect from your supervisor, and what does your supervisor expect from you? Good supervision includes discussion of theory, methodology, research question, analysis and working process. Write down the expectations in the guidance plan.

ENROLMENT FOR THE MASTER'S THESIS

You must complete the thesis contract and hand it in to your programme secretary. The programme secretary will hand it over to the coordinator for Master's theses, who must approve your choice of subject and supervisor.

If you are studying MSc and would like to write your thesis together with a student

from another MSc specialisation, the coordinators of both specialisations must approve the subject.

If you would like to write together with a student from another study programme at CBS or from another university, both of you must request exemption from your respective study boards. If you need help with the application process, you should contact your study secretariat.

If you began an MSc in *Economics and Business Administration* before 1 September 2005 or an MA in *International Business Communication* before 1 September 2006 and have already handed in a registration form signed by you and your supervisor before 1 September 2007, you do not have a fixed deadline for submission and thus, should only comply with the 4-year or 5-year rule (see page 20).

If you began an MSc in *Economics and Business Administration* or an MSocSc 1 September 2005 or later or an MA in *International Business Communication* 1 September 2006 or later and your supervisor has signed the registration form before 1 September 2007, you need to follow the guidelines for submission and withdrawal of registration as found in SAR (see page 19), chapter C Exam, document C.1.05. NOTE that the relevant document can be found as a link in the subheading inside the document C.1.05.

For all students in all study programmes disregarding enrolment year, where the supervisor has signed the thesis contract on 1 September 2007 or later, the deadline will be set to 7 months after the date of the supervisor's signature. This deadline is binding and thus, it will not be possible to cancel the exam. If you do not meet the deadline, it will count as an exam attempt. Hereafter, you have to agree on a new subject delimitation with your supervisor, and you will also receive a new deadline which will be set to 3 months after the date where your supervisor signs the new subject delimitation.

The contract for the Master's Thesis can be found in SAR (see page 19). You need to hand in the contract together with the guidance plan to your programme secretary no later than 7 days after your supervisor has signed it. You are not entitled to supervision beyond topic and delimitation if your supervisor does not sign the contract. It is important that you read the entire rule set which can be found in SAR, chapter C Exam, document C.1.05. Note that you, disregarding the new rules, still need to finish your master's programme within 4 or 5 years (see page 20).

If you are not sure which rules apply to you, please contact your programme secretary.

Working on the Master's Thesis

The work on the Master's thesis is an extensive process where you will certainly experience many frustrations, but hopefully it will mostly be an enriching experience and the climax of your academic education. The work on the thesis is not a linear process where the different stages follow each other like beads on a string. The following text is an overview of the stages and processes you will have to go through during your thesis project.

LEARNING OBJECTIVES FOR THE MASTER'S THESIS

The introduction of the 7 step scale means that from now on the grade will

be awarded based on the learning objectives for the Master's thesis written in the programme regulations for your programme. The learning objectives are divided into two parts. The first part describes the actions related to the process of writing a Master's thesis, which you are expected to be able to handle upon submission of the Master's thesis. The second part relates to the different elements that are expected to be part of the content of the thesis. It is important to note that in order to be awarded with the highest grade, which is 12, it is not sufficient that every single element is mentioned in the thesis. They must be dealt



Photo: Tao Lytzen

with without any significant flaws or omissions. As always, it is the examiners who assess to which extent this is done. You can use the learning objectives in various ways throughout your work on the thesis. You can use the learning objectives as a checklist when you are almost ready to hand in the thesis, but it might be too late to rectify flaws or omissions at this stage. Instead, you may benefit more from using the learning objectives early on as a guide to the kind of processes that you need to go through. Also, you can use the elements regarding the content in the learning objectives to ask questions about and as an inspiration to decide the content of the various parts of the thesis. In this way you can include reflections about the learning objectives in the entire work process of your Master's thesis.

The learning objectives is found in the programme regulations which is found in SAR.

CHOICE OF CASE

If you would like to work together with a company or an organisation, you are responsible for establishing contact and making an agreement. If you do not know a suitable company beforehand, it may take time to make contact. It is not all companies that answer enquiries from students.

It is not a requirement that you include a case in your thesis. You may also choose to write a theoretical thesis or an empirical thesis that is not a case study.

Good advice:

- The Project Forum on e-campus is a good place to find a company case.
- It is a good idea to enclose a short project description when contacting a company or an organisation. This may enable them to learn about your thoughts, and give them an idea of whether this is something they wish to participate in. Remember to write why the project is relevant to the company.
- In SAR (CBS's Study Administrative Rules), you can find CBS's guidelines for students' cooperation with companies and the confidentiality note.
- Make it clear to the case company that the project is due to last six months and discuss with them which resources they should provide. You should preferably avoid that the case company breaks off the cooperation when you are only halfway through the process.

- Consider whether the case company should read your manuscript. You must be critical, and that may not go down well with the company. You should offer your informants confidentiality so they can speak freely. It is not your task to pass on information to the management that might jeopardise the informants' careers.
- You should make your own archiving system of the literature you find during the process so you can always find it again. Such an archiving system should contain the full reference and a short note on the reason why it is relevant and how. The library offers an archiving system to CBS students. Read more about it on the library's homepage www.cbs.dk. Most importantly, you should develop and use an archiving system that fits your needs.

LITERATURE REVIEW

Literature review is something you will need to do throughout the thesis process. In the early stages, it is important that you form a general view of the literature on your subject. You do not have to read all in detail yet. As your thesis progress, the more focused your literature review will get. Therefore, you should not try to read all relevant literature in the initial stages of the process. When you have completed the thesis, you will realise that you read literature at the beginning that you have not used directly in the thesis. This is not a waste of time. Reading will also help you delimit what should not be included in the thesis.

Good advice:

- CBS's library provides a service where you can book a librarian to help you find literature. You can read more about this service on the library's homepage on www.cbs.dk.

DEVELOPING THE RESEARCH QUESTION

It takes time to develop a suitable and clear research question. The research question will be developed continuously throughout the whole thesis process, so do not spend the first 3 months trying to develop the perfect research question. On the other hand, it is a good idea to consider delimitations and approaches. A clear research question is an important tool during your thesis project. You should discuss the research question continuously with your supervisor.

Much literature has been written about the development of research questions. At CBS's library, you can get the CD-ROM "Problemformuleringsguiden" (A guide on how to develop a research question. Exists only in Danish) for free when presenting your student ID.

In the zone of the Master's Thesis Counselling Service on SiteScape (page 23), you can find a model on how to develop a research question.

A good research question:

- Is open
- Is balanced
- Has an analytical focus

METHODOLOGY

It is important that you think thoroughly about your methods, irrespective of whether you would like to write a theoretical or an empirical thesis. Consider how you will use theory and collect and analyse empirical data.

Your research question will decide the methodologies most suitable for researching the subject. On the basis of the literature on methodology, consider which type of knowledge the relevant methods are able to create so you can decide on your overall strategy in the early stages of the project.

Therefore, you should not write the paragraphs on methodology before collecting data and doing the analysis, but you should keep a logbook of the choices you make during the process. This will enable you to write your reflections on methodology concurrently with the other stages

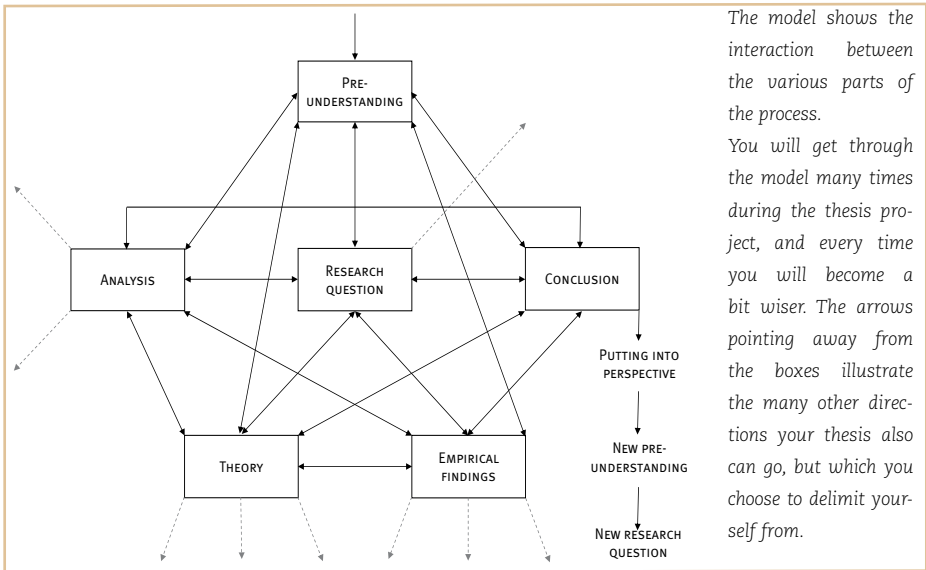
of the process. You can discuss your reflections on methodology in a separate chapter in the completed thesis, or you could discuss them as an integrated part of the analysis throughout the whole thesis.

The working process is an interactive alternation of reading, collecting data, analysing and developing the research question. So it is in the analysis you figure out precisely what literature you will need, and whether you will need to collect more empirical data. The process is shown in the model on the next page.

You will make life easier for yourself if you treat the primary literature on your chosen methodology with the same seriousness as you treat the theories within your subject field. For instance, if you would like to conduct interviews, you should use literature that only deals with this method. The literature on methodology will help you to use the methods correctly and to discuss their strengths and weaknesses in your thesis.

Good advice:

- Keep a logbook of the methodological choices you make during the process.
- Start by studying the review literature on methodology so you can



choose the method(s) most suitable for the research you would like to do and then read the primary literature on your chosen method(s).

THE ANALYSIS

The core of your thesis is the production of knowledge you create in the analysis. Writing is a tool that helps your reflections progress, that helps you to form a clear line of arguments and realise what you do not know about the subject. Writing is a means to the end, not a goal in itself. So concentrate on the analyses you are doing, not on the writing.

Knowledge created in one chapter influ-

ences the knowledge level of other chapters. Thus, you will not be able to complete the individual chapters the first time round. When you have completed the first rough draft of your manuscript, you should write the whole thesis through in order to achieve consistency in knowledge level and argumentation.

Some students prefer only to write the number of pages included in the completed thesis while other students prefer to write drafts and notes not intended to be part of the final version of the thesis. It takes time to write, but writing will enhance your reflection. So write as much

as you need to be able to write a thesis that you are satisfied with. And do not regard it as a defeat if you have to throw out some pages - it has definitely helped your process of reflection.

Good advice:

- It is important that you divide your time between time for working on your thesis, time for your job and spare time. Therefore, it is a good idea to schedule all your activities so you know how much time you spend on your thesis. It is important that you take a day off once in a while to avoid burning out of guilty conscience.
- The standard duration of time for the thesis equals a full-time study for six months. So do not take on too much paid work if you want to complete your thesis within the standard duration for the Master's thesis.
- A demanding job is a frequent reason why students never complete their studies. Therefore, you should not take on a full-time job before you have completed your Master's degree.
- You will work more efficiently if you study for several hours instead of studying for one or two hours at a time.
- The work on the thesis requires concentration, and concentration requires peace. So do not take part in too many other activities when writing your thesis. You should not only set aside time but also mental energy for the thesis.
- You might be distracted by the washing-up and the need for cleaning when studying at home, so it may be a good idea to work on your thesis somewhere else. This will also make it easier to distinguish between when you are off, and when you are studying. CBS has created work stations for thesis students. You can read more about them on www.cbs.dk (page 23).
- You can participate in a study group so that you will always have fellow students to discuss your work with. Study groups are organized as part of many of the thesis seminars.

The Final Stages

At some point, you will find that your thesis writing is close to completion. This is the time when you should not only make sure that your points and line of arguments are as clear as possible, but it is also time to think about practical questions.

FORMALITIES REGARDING PAGE LAYOUT, FRONT PAGE INFORMATION ETC.

Practical information on length, page layout, figures and the like can be found in the chapters on exam regulations and Master's thesis of your Study Guide. If you cannot find the answers to your questions about formalities there, please contact your programme secretary.

The Study Guide can be found on e-campus: Study – Study homepages – Master – Your study programme – Study Guide.

HANDING IN YOUR THESIS

When you have completed your Master's thesis, you are to hand it in to your programme secretary. You are to hand in your thesis according to the date on your registration form/thesis contract (page 8).

In the Study Guide's chapter on the Master's thesis, you can find the rules regarding the number of copies of the thesis that you are to hand in.

If the thesis is confidential, you should hand in a confidentiality note together



with your thesis. The confidentiality note can be found in SAR (page 19).

Good advice:

- It is always a good idea to make sure that your study secretariat is open on the day you wish to / must hand in your Master's thesis.
- Well in advance of handing in your thesis, make sure your page set-up meets the CBS requirements and decide where to print the thesis.

ASSESSMENT

When you have handed in your thesis, it will be assessed and marked by an internal examiner (your supervisor) and an external examiner. On MSc BACL, both supervisors will act as your internal examiners. The assessment is based on the learning objectives which is found in the programme regulations.

All students are required to defend their thesis orally. The defence is individually because group exams are abolished from September 2007. Ordinarily, this defence will take place within a month after you have handed in your thesis if you are a student at the master's programmes in economics & business administration or the master's programmes in social science. If you are a student at the master's pro-

grammes in business communication the defence will take place within 8 weeks.

It is the programme secretary who arranges the defence and informs you about time and place. You should note that you are not allowed to talk to your supervisor about the thesis from the date you hand it in until you are going to defend the thesis.

When you have passed your thesis, and you do not lack any other courses or exams, you will receive your diploma by post. In the Study Guide's chapter on exam regulations, you can read how long time it usually takes from you have passed your last exam until you receive your diploma. It is your programme secretary who makes the diploma.

Good advice:

- Decide whether you would like someone to attend your defence so that you can inform friends, family and other interested people of your wish in advance.

Advice and Guidance

You can receive advice and guidance from different people at CBS while writing your thesis. When you know how to use these different people, you will benefit more from the guidance they can offer you. Below you can read how you can use them during the process of writing your thesis.

THE COORDINATOR FOR MASTER'S THESES

The coordinator may be your programme coordinator, your programme director or a professor with responsibility for Master's theses at your study programme. The coordinator approves your choice of subject and supervisor. Your program-

me secretary can inform you about the name of the coordinator at your study programme.

The coordinator can help you:

- If you cannot find a supervisor yourself, or if you need to change supervisor during the process.
- If you run into problems with your supervisor during the process.
- If you doubt whether your subject is within the academic profile of your study programme.



Photo: Tjao Lytzen

THE SUPERVISOR

For many students, the supervisor is the most important person during their thesis study. You can read more about how to find a supervisor in the section “Choice of supervisor” in this leaflet.

You can use your supervisor to:

- Discuss your choice of theory and methodology.
- Discuss the development of your research question.
- Discuss your analysis.
- Read parts of your thesis.
- Discuss your line of arguments.

You cannot use your supervisor:

- To read the whole thesis or approve it in advance.
- As a library.
- As control body.
- As a knowledge bank that knows everything worth knowing about your subject.

You can read more about using your supervisor in the chapter on Master’s thesis in your Study Guide.

THE PROGRAMME SECRETARY

Your programme secretary handles all the practical things regarding the Master’s thesis, and it is therefore the programme secretary you should contact if you have any practical questions regarding formalities, deadlines for handing in your thesis etc.

THE MASTER’S THESIS COUNSELLOR

You are always welcome to discuss your thoughts and considerations with the Master’s Thesis Counsellor.

The Master’s Thesis Counsellor is bound by professional secrecy. You can therefore safely contact the Master’s Thesis Counsellor, even if you experience difficult situations, e.g. in relation to your supervisor.

Typical subjects that the Master’s Thesis Counsellor provides guidance within:

- Developing the research question
- Methodology
- Uncertainty about the process
- The interaction between process, research question and methodology
- Writer’s block
- Use of supervisor
- Team problems
- How to get back after long-time absence

- The relationship between social life and study life

You cannot use the Master's Thesis Counsellor for:

- Choice of supervisor
- Questions regarding formalities
- Questions about scholarships

You can read more about the Master's Thesis Counsellor on e-campus under Study – Master's Thesis Counselling.

THE STUDENT GUIDANCE SERVICE

The Student Guidance Service's task is to provide you with information and guidance on your studies so that you can make qualified choices on your own.

The Student Guidance Service acts as a sparring partner in relations connected to life as a Master's thesis student.

The Student Guidance Service guides Master's thesis students within these areas in particular:

- Formal requirements for the Master's thesis
- Choice of subject and type of Master's thesis
- Choice and use of supervisor
- The choice between writing alone or together with a partner

You cannot use the Student Guidance Service to solve academic disputes.

You can read more about the Student Guidance Service and the Student Guidance Counsellors' contact information on e-campus under Study – Student Guidance Service.

THE STUDENT COUNSELLING SERVICE

The Student Counselling Service is an offer to all full-time students at CBS. You can get an appointment with a social counsellor or a psychologist according to your needs.

You can read about the offers from the Student Counselling Service on e-campus under Study – Student Counselling Service.

SAR

The CBS StudyAdministrativeRules (SAR) contains all rules, the thesis contract with guidelines, information on working with a case company and the confidentiality note. Link to SAR can be found on e-campus under Study. If you are unable to find it, please ask your programme secretary. Please note that some of the documents only exist in Danish.

Things you would rather avoid, but which are nevertheless important to be aware of

No one embarks on a thesis project with the purpose of being excessively late or running into other problems. This also applies to you. Therefore, it is important that you are aware of the problems that may arise, and how you can solve or avoid them.

THE 4-YEAR RULE AND 5-YEAR RULE

These rules mean that you must complete your master's programme 4 or 5 years, at the latest, after you began your master's programme.

The 5-Year Rule applies to all students at the degree programmes in Economics & Business Administration and MsocSC, and to students who began their degree programme in business communication on 1 September 2006 or later.

The 4-Year Rule applies to students who began MA in business communication before 1 September 2006.

For instance, if you began a degree programme in Economics & Business Administration on 1 September 2003, according to the 5-year rule, you must have

completed all exams and handed in your Master's thesis on 1 August 2008, at the latest, so that you can defend your thesis orally before 31 August 2008.

If you are unable to comply with the 4-year or 5-year rule, you must apply for exemption from your Study Board. Note that CBS only can grant an exemption due to extraordinary circumstances, for instance if you become a parent or become seriously ill. If you need help with the application process, you should contact your study secretariat.

LEAVE PERIOD

You have the right to apply for leave from your studies. If you do this, you prolong the deadline for the 4-year and 5-year rule with the number of months your leave period lasts. Note that you cannot hand in your thesis in a semester where you have been on leave, and you do not have the right to supervision during your leave.

If you are not an active student for a longer period of time, it may be a good idea to check the possibilities of a leave period at your study secretariat or the Student Guidance Service.

WHAT WILL HAPPEN IF I FAIL?

It is possible to take a re-examination if you fail your Master's thesis. Your programme secretary or the Student Guidance Service can inform you about the specific rules.

IS IT POSSIBLE TO CHANGE THE SUBJECT?

If your supervisor signed your registration form before 1 September 2007, you

can change the subject. If the new rules apply to you, you should check the consequences of changing the subject at your study secretariat.

IS IT POSSIBLE TO GET MY DEADLINE FOR HANDING IN POSTPONED?

There are different rules depending on when you enrolled in your master's programme and when your supervisor has signed the registration form/thesis contract. Please check out the rules at your study secretariat.



Photo: Tao Lytzen

PROBLEMS WITH THE SUPERVISOR

Sometimes it happens that the cooperation between a student and his/her supervisor is not working satisfactorily. If this situation happens to you, you can contact the coordinator for Master's theses or the Master's Thesis Counsellor to discuss the possible cause of the problems, and how they can be solved. It is advisable to discuss the problems at an early stage, so the problems do not necessarily develop into a change of supervisor.

GROUP PROBLEMS

You can always disband your group cooperation if the cooperation does not work out. If you choose to do this, you should individually adjust the research question so that it fits the number of pages for one person's thesis. You can use the same empirical data if you have created or collected them together. You are required to write a preface to the thesis where you explain which parts you have produced together.

It may also be a good idea to talk to your supervisor, the Master's Thesis Counsellor or the Student Guidance Service about your team problems before breaking up the cooperation. It may be possible to find a solution together.

THESIS MORASS

Students never plan to end up in thesis morass. When it still happens, it is due to a variety of reasons that can be difficult to anticipate and prevent. You may come to a standstill during the thesis project without being on your way to thesis morass, but if you come to a standstill or spend your time on everything else than your thesis, it may be a warning sign that you are heading towards thesis morass. So pay attention to your process, and whether it is proceeding according to plan. If you come to a standstill, it is better to attack the cause than to let things slide. The longer the period away from studying, the more difficult it will be to return to your studies again. If you are not able to break the deadlock yourself, CBS will be there to help you. You are always welcome to contact your supervisor, the Master's Thesis Counsellor, the Student Guidance Service or the Student Counselling Service.

Relevant Sources of Information

WWW.CBS.DK

Here, you can find:

- The professors' CVs to find a supervisor
- The library's home page
- The work stations for thesis students under Study Programmes – CBS Graduate School - Master's Thesis

WWW.E-CBS.DK

Here, you can find:

- Your study programme's zone in SiteScape
- The Master's Thesis Counsellor's zone in SiteScape. If you do not have access please contact Vibeke Ankersborg vap.gsb@cbs.dk

WWW.E-CAMPUS.DK

Here, you can find:

- The Study Guide and the programme regulations under Study – Study homepages – Master – Your study programme – Study Guide
- The Master's Thesis Counsellor under Study – Master's Thesis Counselling. The site contains articles, tools, information and more.
- The CBS Project Forum, which can help you find a company case
- Link to SAR under Study

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