Master’s Thesis Internship
Sustainable Business and Innovation
Course manual
2018-2019

Course Code: GEO4-2606
Credits: 45 EC
1. General information

Entrance requirements

- Letter of acceptance MSc Sustainable Business and Innovation
- Passed at least five out of six examinations of:
  - Business and Sustainability Challenges (GEO4-2601)
  - Understanding and Assessing Technologies for Sustainability (GEO4-2608)
  - Toolbox 1: Environmental assessment and management approaches (GEO4-2602)
  - Toolbox 2: CS implementation: theory and practice (GEO4-2603)
  - Governance and Change Management for Sustainability (GEO4-2604)
  - Qualitative Innovation Analytics (GEO4-2260)

Lecturers and topics

For an overview see the Blackboard community Sustainable Business and Innovation > Master’s thesis topics

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Board of Examiners: Examencommissie.geo@uu.nl

Copernicus Institute secretary’s office: h.izol@uu.nl

Course material

2. Course position and description

The Master’s thesis represents the culmination of the study, and provides proof of the capability of the student to formulate and carry out (semi-) independent research. It is a research project in which students learn to conduct independent research, to apply new or existing theories and methods to a problem that is relevant to sustainable business or sustainable innovation. The Master’s thesis should be something the student and supervisor are proud of as it is a great achievement and the ‘calling card’ for a future career.

The first step is to find a supervisor and topic at the University. After you chose a supervisor and topic you may look for an internship.

The research may take place in an organisation outside the university environment as data collection is dependent for the ability to answer the research question. In general, a wide range of firms and institutions are possible locations to perform a Master’s thesis Internship, including those in other countries. However, the first step is to select a research topic provided by the university supervisors and write a research proposal.

Only after the acceptance of the research proposal, students start work under the guidance of a supervisor at the place of internship, and have regular meetings with the university supervisor to discuss updates of achieved progress in the form of written concept-versions of the final report.

Students are expected to show ample initiative to realise the goals of the defined research. This includes: collecting and analysing relevant scientific and other literature, approaching specialists or other relevant actors for additional information, making timely and regular appointments with the internship supervisor and university supervisor, etc.

Learning-by-doing is part of the project. Students are encouraged to attend meetings or conferences etc. that are relevant to their research.

3. Learning objectives

The learning objective of the thesis is directly linked to all intended learning outcomes of the Master’s programme. After completion of the SBI programme, the graduate

1. has advanced knowledge and understanding of the dynamics and challenges of Science and Innovation in the context of both organisations and society at large; in particular of Sustainability (definitions, challenges, etc.), Business models (traditional ones in order to be able to design new ones that promote/support a sustainable and green business) and Innovation (technological options, tools) that business can apply to become more sustainable;

2. is able to conduct research on the dynamics and challenges of Science and Innovation in a creative and independent way; in particular research on designing or advising businesses on firm and marketing strategies with respect to a sustainable business, to greening their supply chain, to redesign their business models, to make a sustainable and profitable business plan, to assess the performance and impact of the business with respect to energy, material, pollution etc.;

3. has the ability to apply knowledge and research methods, and problem-solving abilities in broader contexts related to the dynamics and challenges of Sustainable Business and Innovation;
4. has insight into the complex interactions between science, innovative technology and society and is able to reflect critically upon the roles of science and technology in society;
5. has professional and academic skills, in particular in relation to the dynamics and challenges of Science and Innovation;
6. is able to apply knowledge and understanding in such a way that he or she demonstrates a professional approach to their work;
7. is able to communicate conclusions, as well as the knowledge, reasons and considerations underlying these conclusions, to an audience of specialists and non-specialists alike.

4. Structure of the course

Students are expected to follow a series of steps throughout the course. These steps are described below. The standard process, if all steps are taken correctly, can also be seen in the chart with process steps (see Appendix 1).

Step 1: Orientation phase, including finding an internship

Students can choose from research topics proposed by the university supervisors in order to ensure a good match between the expertise and research interests of the university supervisor and academic quality. Once the student and supervisor have agreed on a topic, the student starts writing the research proposal. Students are expected to take the initiative of reflecting on their own interests, possible organisations and locations of the internship. Students are primarily responsible for finding an internship at a host organisation in accordance with the university supervisor. If the internship does not fit with the theme of the university supervisor or fails to meet the quality level of academic research, the supervisor may refuse to further supervise the project. Therefore, it is essential to find an internship that fits with the topic and discuss this well in advance with the university supervisor. The university supervisor will always have the final responsibility for the assessment.

Internships may be found on the internship website of the university (http://internships.geo.uu.nl) or on the SBI Blackboard community.

The host organisation might present students with an internship contract, for instance concerning confidentiality. This needs to be discussed with the supervisor. Also, the Faculty has its own model contracts (to be obtained from the secretary’s office: h.izol@uu.nl). Further information may be found on the central university pages on Internships (http://students.uu.nl/en/academics/internships).

Time schedule

The day student and supervisor agree on starting the supervision, this will be noted as the official starting date of the thesis-internship project. Please inform the Copernicus Institute’s secretary’s office (h.izol@uu.nl) and let them know that you will be starting your thesis work. This is also the time to register for the Master’s thesis in Osiris (course code GEO4-2606). The thesis proposal will not be approved if there is no course registration. A deadline for the research proposal and an end date is set to 8 weeks and 32 weeks from the starting date that was registered at the secretary’s office.

Requirements

Throughout the first and second year, students should attend 10 Master Thesis presentations in total in order to be eligible for a grade of the Master’s Thesis. Specifically, they should attend at least 6 presentations of fellow students from the same Master’s programme. The other 4 presentations
may be attended at other Master programmes or presentations by staff members of the Copernicus Institute or other lectures organised by the Copernicus Institute or the student associations. Presentation dates are posted on the Blackboard community. Students should make sure to always sign the attendance list. The attendance will be registered at the Copernicus Institute’s secretary’s office.

**Step 2: Proposal phase**

First, you have to find a supervisor and topic at the University (see list of topics and supervisors on the Blackboard community Sustainable Business & Innovation). Then, you have to fill out the *Master’s thesis research proposal information form*, which you can find on the Blackboard community Sustainable Business & Innovation.

The next step is to write a research proposal. This may take a maximum of 8 weeks (full-time). Note: do NOT start an internship at the host organisation or go abroad until the proposal is approved. The primary aim of the research proposal is to clarify:

- The problem;
- The research question(s);
- The scientific and societal relevance of the proposed research;
- The theoretical framework (that will be used and potentially extended);
- The proposed methodology (optional; a discussion of expected problems and related contingency plan);
- A thorough time plan, usually on a week-by-week schedule;

The research proposal will guide the rest of the research. A good research proposal is essential to convince others that students are able to conduct high-quality research that is original, relevant and feasible, using appropriate theories and methods. In addition, it demonstrates students’ ability to write the research clearly and attractively. Students should be independent but also carefully follow their supervisors’ instructions and feedback.

The proposal consists of a **maximum of 5,000 words**. The first three chapters (Introduction, Theory and Methodology) can in most cases also be used in the Final Thesis, as the same structure is applicable for both research proposal and thesis (see structure of research proposal below):

**Structure of the Research Proposal (based on Master’s thesis Research Proposal Rubrics & Assessment Form (the Blackboard community Sustainable Business & Innovation))**

0. **Title page**
   - Top of the page start with “Proposal for the Master’s Thesis Internship – master Sustainable Business and Innovation”
   - Title for the Internship research
   - Name and contact details
   - Name of university supervisor
   - Name of internship organisation and –supervisor, and their contact details

1. **Introduction**
   - Background (of the problem to be addressed)
   - Problem description (distinguish between the societal problem, scientific problem, and specific problem for the Internship organisation)
   - Previous work done on the problem (short literature review)
   - Aim
   - Research question (if needed sub-questions)
2. **Theory**  
   - Explain the proposed theory (for e.g. old vs new business models, innovation models, change management, governance theories, organizational development, stakeholder engagement or management, sustainable entrepreneurship etc.)  
   - Define the main theoretical concepts and explain their relevance  
   - If applicable formulate hypotheses  

3. **Methodology**  
   - Leading for this section is the question ‘How the (combination of) methods and data analysis will answer the research question’?  
   - Research design  
   - Methods of data collection (desktop research, interview, observation, questionnaire) and the kind of data you will collect  
   - Operationalization (how will you measure your concepts)  
   - Sampling strategy  
   - Methods of data analysis (e.g. Regression analysis, pattern matching, coding and identify relations, value chain analysis, LCA, EMS, C2C, EIA)  
   - Research quality indicators  

4. **Background chapter (optional)**  
   - Description of technologies, e.g. different types of recycling technologies, or of relevant sector, for e.g. bioplastic material; Any kind of background information that does not fit under theory or methodology but that is needed to understand the issue at hand  

5. **Activities and time table**  
   - Include the starting date agreed upon with the supervisor (see step 1). Note that writing the Proposal is part of the overall time available for the Master’s Thesis Internship. Then start planning from this day onwards (include also the hours).  
   - Provide a time table with:  
     - the start date and period writing the Proposal  
     - a list of activities leading up to answering the research question (think backward from final results to data/sources)  
     - a milestone for each activity: when is it finished?  
     - make sure to include time for writing draft versions of the Thesis, meetings to discuss them with the university supervisor and time for rewriting and revision  
   - Note that a 45 EC thesis will take 32 weeks full-time work. The number of full-time working weeks can be spread over a longer period if students work part-time, e.g. if students are taking electives during the thesis, or if students are planning holidays (also check and include the supervisor’s availability e.g. leaves, sabbaticals, holidays). If the planning deviates from 32 weeks full-time work, it should be indicated very clearly in the planning in order for the deadline to be set according to your planning and not automatically after 32 weeks full time.  
   - In the time planning please also make sure you take into account absence of the supervisor, especially his/her summer holiday. It is the student’s responsibility to ask the supervisor about this and include it in the planning. Note that most of July and August are part of the academic vacation period. Absence of your supervisor (especially in August) may make it impossible to finish the thesis process (including presentation and grading) in time before the next academic year.  
   - Include all deadlines of the MSc thesis process (see chapter 5, Planning and Deadlines and chapter 6, Extensions).  
   - Include the available **48 hours for supervision** (including reading hours of the supervisor(s)).  
   - The most important agreements about working relationship and supervision modes. These are important for grading the process (20% of your final grade; see Master’s
thesis Process Rubrics & Assessment Form on blackboard) and in case the Board of Examiners needs to intervene in the process.

- It is not possible to write a thesis for any other amount of EC than 45 EC.

6. **Reference list** (TIP: use online research management, writing and collaboration tools such as Refworks (http://www.refworks.com/) or Mendeley (http://www.mendeley.com/features/) – free software and supported by the UU)

After finalisation, **students should send the proposal for approval to the Board of Examiners through the Copernicus secretary’s office (H.Izol@uu.nl) together with the Master’s thesis research proposal information form** (the form is available on the Blackboard community Sustainable Business and Innovation > Master’s thesis > General thesis information). The supervisor will suggest a second reader to the Board of Examiners. The Board of Examiners will send the research proposal to the second reader (see chapter 7, Examination and requirements). Within 15-20 working days after the submission of the proposal, students are notified about the approval of their proposal, both by email and by post. Upon approval students are notified of the thesis deadline (based on the planning students provide in the proposal).

While waiting for the approval of their research proposal, students should continue conducting the research, as the 15-20 working days count towards the thesis deadline. However, students are not allowed to go abroad nor start an internship before approval of the research proposal by the Board of Examiners.

On rare occasions where the Internship needs to start immediately and/or students have to go abroad, the following conditions apply:
- UU supervisor should give his written approval; the supervisor will only do this if the subject of the Internship/research is considered promising with respect to acquiring approval by the Board of Examiners;
- Internship/research proposal may still be rejected by the Board of Examiners (!); all risks and responsibilities are the student’s and the Internship provider’s.

**Step 3: Research phase**

During this step students are expected to conduct research and write their thesis. Therefore, this procedure needs to be planned on time and communicated clearly to the internship host organization.

Students are requested to take initiative for keeping in contact with the selected supervisor. The exact content of meetings, and order will depend on the agreements between supervisor and student. It is expected that students have regular contact with their supervisor and show responsibility and commitment throughout the thesis writing process.

The research should take place at the internship organisation for at least a minimum of 6 weeks in order to collect sufficient data. A (limited) number of computers is available at the University for students working on their thesis (1st floor Vening Meineszbuilding A).

Students are advised to continue extending, revising and improving the first three chapters of the research proposal for their final thesis and not wait until the end of the internship. This helps to continuously re-evaluate and update the work while the drafts may serve as input for the supervisors to give feedback.

Students should ensure to create a transparent structure of the thesis and argumentation; define the necessary terminology and ensure consistency (do not use different words for the same thing); use as few words as possible while still being clear. Anything that does not contribute to answering the research question is redundant. Students should be aware that there is a **limit of 30,000 words**
for the entire thesis. Count the words from introduction to conclusion/discussion. The table of contents, preface, reference list, words in tables and graphs etc. are not included.

Structure and Content of the Final Thesis (based on Master’s thesis Final Thesis Rubrics & Assessment Form (see blackboard):

- **Title page**
  - Top of the page start with “Master’s Thesis Internship – master Sustainable Business and Innovation”
  - Title for the Internship research
  - Name and contact details
  - Name of university supervisor
  - Name of internship organisation and –supervisor, and their contact details
- **Preface** in which the work context is explained e.g. at which company or whether it was within a larger project (optional).
- **Summary** max 400 words.
- **Executive Summary** where the company’s question is answered (compulsory for SBI); Managerial or policy implications. What advice follows from the research? Make sure that these recommendations follow from your results, that they are in line with the research question and that they are useful for the company/organisation. Don’t be too speculative and try to avoid normative terms like ‘must’ or ‘should’. The exact format will be decided upon with the UU supervisor and/or internship host.

1. Introduction
2. Theory
3. Methodology
4. Background chapter (optional)
5. Results
   a. Present the actual results. Start with general points (overall model performances, general descriptive results or overall impressions). Then become more specific (for example link to hypotheses).
   b. Use tables or figures to present results if required and discuss the tables. In case of qualitative research, illustrative quotes can help explain the context and bring text alive.
   c. Acceptance/Rejection of hypotheses
6. Discussion
   a. Theoretical implications. Link the results with the theory section or specific hypotheses. How did the thesis extend any current theoretical insights and add to the literature? This should also link back to the knowledge contribution in the introduction. Give alternative explanations in case of unexpected findings. Give avenues for further research here.
   b. Limitations: What are the limitations of the research? Use the concepts of reliability and validity to help you here. You can also perform a sensitivity analysis, if relevant. Be critical, but convince the reader that your research still has an added value.
7. Conclusion
   a. Restate the research question and a very short summary of what you have done (the only time repetition is allowed).
   b. Provide the answer to the research question. Do not simply repeat your results!

1 The structure of the introduction, theory and methods chapters of the thesis is very similar to that of the research proposal. Often students can adapt and extend these parts of the proposal to current work and include the comments that were given by the second reader (if any). Most work will probably be a further specification of the methods section. Finally, future tense should change to present or past tense!
8. **Acknowledgements**
   - Students should thank the host organisation for hosting them, and interviewees for their time and collaboration. Please remember that this is part of a professional publication. It is not appropriate to thank all your friends for the great student life you had during the past five years, or to personally thank people for the coffee they drank with you.

**Reference list**
- TIP: use online research management, writing and collaboration tools such as Refworks (http://www.refworks.com/) or Mendeley (http://www.mendeley.com/features/) – free software and supported by the UU
- Report also grey literature and interviews in your reference list

**Step 4: Completion phase**

**Registration for final presentation**
One month before your final deadline, hand-in a draft version of your thesis to your supervisor, so he/she can get an impression whether you will be finishing in time and whether you can present at the earliest date after your prescribed deadline. For this you need the (verbal) permission of your supervisor. After you receive permission, you can register for a presentation at the secretariat (h.iol@uu.nl). Upon registration, it will be checked whether you have attended the required number of presentations (see chapter 7, Examination and requirements).

**Submission of final thesis**
On the day of the prescribed deadline, submit your final report, as well as a Word file (to check the maximum number of 30,000 words) (see Appendix 1, step 4a), to your supervisor and to your 2nd reader by mail. If required by your supervisors, also send them a hard copy of the thesis. Send a pdf copy to the Copernicus Institute’s secretary’s office, sign the Statement of Originality and complete and hand in the evaluation form Master’s thesis. Upload the pdf version of the thesis to Scripties Online: https://osiris.library.uu.nl/scrol2/index.html?ou=GEO. This is an obligatory part of your examination. You can mark your report as confidential. In that case the abstract should be open to the public.

**Final Presentation**
The presentation should be given at the earliest opportunity after the deadline set at the start of the thesis project (see letter of proposal approval Board of Examiners), but only with your supervisor’s permission and after you have attended at least 10 presentations yourself. Please be aware that your supervisor’s permission for delivering your final presentation does not imply that your final thesis grade is sufficient. The rubric & assessment form of the report can be found on the Sustainable Business & Innovation Blackboard community. Read it carefully and use it to pre-assess your own work!

The presentation is a **maximum of 20 minutes**. Students are also expected to answer questions for 20 minutes after the presentation. The presentation should roughly follow the structure of the research report:
- Problem description and research question
- Research method
- Main results
- Discussion
- Conclusion
Avoid aiming to include everything from the research project, but rather focus on the highlights. Be sure to think of main messages, and how to convey them to the audience.

Students should invite both the supervisor and 2nd reader to the presentation, and may also invite supervisors from the host organisation, family and friends. Students should be prepared for questions from audience members who are less familiar with the research.

5. Planning and deadlines

The Master’s thesis is 45 EC, which corresponds to 1260 hours or 32 weeks. During the thesis period there are four fixed deadlines (assuming full-time work; this needs to be adjusted in case of part-time work):

- After 8 weeks: submit the research proposal
- Between 4 and 32 weeks, regular discussions of individual draft chapters, every 3-4 weeks
- After 32 weeks: submit the written thesis
- After 32 weeks: at the first opportunity, present your Master’s thesis.

In the time planning please also make sure you take into account absence of the supervisor, especially his/her summer holiday. It is the student’s responsibility to ask the supervisor about this and include it in the planning. Note that most of July and August are part of the academic vacation period. Absence of your supervisor (especially in August) may make it impossible to finish the thesis process (including presentation and grading) in time before the next academic year.

6. Extensions

If unexpected delays or other problems come up that are beyond the control of the student (for e.g. illness, family circumstances and sometimes issues with data collection), an extension for a maximum of 8 weeks can be requested. The student should discuss this with the supervisor and/or Study Advisor. If the supervisor agrees the student can ask the Board of Examiners for an extension. Give appropriate reasons for the delay, and include a new time plan with the extension request. Students can reach the Board of Examiners by email (examencommissie.geo@uu.nl). Asking for an extension (well in advance of the deadline) is always the responsibility of the student.

Note that the Board of Examiners will only consider requests from students that are registered for the course in OSIRIS. This means that students cannot receive any extension, grade or a judgment on the research proposal, if they are not registered.

The maximum extension for the research proposal is 4 weeks, full-time. Note: the final thesis deadline will remain the same i.e. 32 weeks after the starting date. If no research proposal is handed in on or before the deadline, the proposal will automatically be rejected and students will have to start the course over with a different supervisor and a different topic.

The maximum length of an extension of the thesis itself is 8 weeks, full-time. In this case, the deadline is moved by the number of weeks of the extension. The amount of EC cannot be changed.

7. Examination and requirements

During the thesis process there are a number of deliverables students have to submit in order to pass the course. All deliverables are judged by your supervisor and an independent second reader.
The second reader is a member of the staff from the Copernicus Institute and has a PhD. Grades are given within 10 working days. If the supervisor and second reader cannot come to an agreement on an assessment, the Board of Examiners will decide. Decisions made by the Board of Examiners usually take up to 15 working days, but the Board may take up to 6 weeks to reach a decision.

First, it is compulsory to attend ten presentations of fellow students, members of staff, guest lecturers and possible other lectures connected to the research themes of the Copernicus Institute, preferably before start working on their own thesis (i.e. in the first year of study). At least 6 presentations should be by students from your own Master’s programme. The other 4 presentations may be from other programmes (Sustainable Development, Innovation Sciences, Water Science & Management, Energy Science, or other relevant Master’s programmes), or presentations by Copernicus staff members. Presentation dates will be posted on the Blackboard community and the website. Do not forget to sign the attendance list on these occasions. Students cannot register for their own thesis presentation unless they have attended at least ten presentations. The secretary’s office has an overview of the number of presentations attended by each student (H.Izol@uu.nl).

Second, there are three deliverables:

- The first product is the research proposal, which can be graded as “approved”, “approved if conditions are fulfilled” or “rejected” (see step 3, research phase for further advice). If the proposal is approved, students can continue with the research, but the Board might give some additional advice. If the proposal is judged “approved if conditions are fulfilled”, then there is a list of concerns that needs to be addressed. Students have 4 weeks to address these issues and to hand in an adjusted proposal. The deadline for the final thesis will not be adjusted if the proposal needs to be rewritten so the deadline will still be 32 weeks after the starting date. If a proposal is rejected, students will have to start over with a different supervisor and a different topic.

- The second is the written final thesis, which makes up 70% of the course grade. The thesis needs to be handed in before the deadline (or extended deadline) set by the Board of Examiners. If no (further) extensions are possible students need to hand in the thesis for grading on the day of the deadline. The thesis will be checked for plagiarism, using advanced anti-plagiarism software.

- Third, you give an oral presentation about the research after you have handed in the final version of your thesis. The supervisor attends the presentation together with at least one other staff member. If they are unable to attend, they are responsible for finding a suitable replacement. The presentation counts as 10% of the final grade.

Finally, students receive a grade for the process, which is 20% of the final grade. This grade is at the discretion of the supervisor, after consulting the internship supervisor.

The supervisor, the second reader and the presentation reviewer sign the rubric & assessment form, which means they take responsibility for all the grades given and comments supplied. The rubric & assessment forms for both the proposal and the thesis can be found in the SBI Blackboard community, in the folder Master’s thesis.

To pass the course, the grade for the content of the written thesis must be at least 5.50 (counting for 70% of the final grade) AND the weighted average of the grades for the thesis, process and presentation has to be sufficient (>=5.50).
If the thesis grade is satisfactory (>=5.50) but the weighted average is unsatisfactory, but within reparation limits (4.00<=grade<=5.49), the student may re-write the thesis within 4 weeks and/or redo the presentation at the next opportunity. The supervisor decides what elements need to be revised/re-done. After satisfactory reparation, the final grade for the entire course is a 6.00.

If the thesis grade is below 5.50 but the weighted average is satisfactory (>= 5.50), the student may re-write the thesis within 4 weeks. After satisfactory reparation, the grade for the thesis is determined as 5.50 and this will be used to calculate the new weighted average final grade.

If the thesis grade is below 5.50 and the weighted average is unsatisfactory, but within reparation limits (4.00<=grade<=5.49), the student may re-write the thesis within 4 weeks. After satisfactory reparation, the final grade for the entire course is a 6.00.

Summarizing:

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<tr>
<th>Thesis grade</th>
<th>Weighted avg</th>
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<th>Final grade</th>
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<td>&gt;=5.50</td>
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<tr>
<td>&lt;5.50</td>
<td>4.00&lt;=grade&lt;=5.49</td>
<td>thesis</td>
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If the weighted average is below 4.00 or the reparation is not satisfactory, the student has failed the course and the Board of Examiners ends the project. In that case, the student will have to start the course over with a different topic and possibly a different supervisor.

If no final thesis has been handed in by the deadline (+ extension if applicable), students will need to hand in the thesis as it is at that moment (i.e. on the day of the deadline) and it will be graded for product (i.e. thesis itself) and process. If the thesis is handed in after the deadline, the supervisor can decide that students have not fulfilled the effort requirements and therefore grade the thesis with NVD (Niet Voldaan; not fulfilled). In effect, that means students have to start a new project with a new supervisor.

Students need to follow-up on agreements made with the supervisor or other external parties. Students are expected to operate in a professional manner towards the supervisor and external parties. If students fail to follow-up on agreements, behave unprofessionally too often or if the working relationship becomes unworkable, the supervisor can ask the Board of Examiners to end the project. Ending the project means that the student will have to start the course over with a different supervisor and a different topic.

If the student has made a formal complaint regarding the supervisors inability to follow up on agreements or regarding unprofessional behaviour, the student may ask the Board of Examiners to continue the project with a different supervisor. If this request is honoured a new supervisor is appointed by the Board of Examiners. Students can use the data that was already collected for the thesis to finish the project.

If the supervisor is unable to continue supervision (e.g. for medical reasons), students can continue the project, and the Board of Examiners will appoint a new supervisor. Students can use the data that was already collected for the thesis to finish the project.
If a student drops out during the course, the programme leader and the study advisor will be notified by the Thesis Supervisor. To make sure that students are well taken care of, the Study Advisor will invite the student for a meeting in order to discuss and provide advice on which further steps to take.

8. Course feedback group

Not applicable

9. Course evaluation

After completing the course, please fill out the Master’s thesis evaluation form provided by the department’s secretariat and which can be found on Blackboard.

10. Deadlines for graduation

In order to graduate, students should not forget to hand in all necessary information to graduate on time. Students will be notified by the student information desk (Student Affairs Geosciences) when they have nearly completed the programme. The SBI website houses important information regarding dates and deadlines for the Thesis research project: http://students.uu.nl/en/geo/sbi/practical-information/graduation.

In order to graduate, students need to make sure that all grades are entered correctly in Osiris and that they have fulfilled all requirements of the programme. This means checking the study progress report in Osiris. Also check that names are spelled correctly and date and place of birth are mentioned correctly. In case of questions of doubts about the file, please consult the study advisor or the Student Affairs Office Geosciences.

Please note: there are strict deadlines in place for handing in grades, checking files and graduation which are generally 10-15 days before the end of the month. All deadlines can be found on the student website and in the table below. Go to the website of the programme, click Practical Information > Graduation for all the necessary information. In case of any questions or uncertainties: ask Student Affairs or the study advisor.

Graduation deadlines for 2018-2019 are:

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<tr>
<th>Deadline hand in grades at Student Affairs Office</th>
<th>Graduation date</th>
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<tr>
<td>21 September 2018</td>
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The graduation ceremony (when students get the degree certificate) is held four times a year; generally in September, January, April and June. This is not the same as the graduation date (which is once a month as explained above). Therefore, it is possible that students receive their diploma a few months after the official graduation date. The dates for the graduation ceremonies can be found on the website, under Practical Information > Graduation. Again, strict deadlines apply. It depends on the graduation date when a graduation ceremony can be attended.
Appendix 1:
Students must follow these steps and phases throughout the Master’s Thesis process – Sustainable Business and Innovation

<table>
<thead>
<tr>
<th>1. Orientation phase (at least 8 weeks before envisioned starting date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Attend 10 Thesis presentations by fellow students and/or staff (preferably in the first master year)</td>
</tr>
<tr>
<td>b. Choose one topic proposed by staff supervisor</td>
</tr>
<tr>
<td>c. When a supervisor accepts description of the subject, student and supervisor go to the department secretary (<a href="mailto:h.izol@uu.nl">h.izol@uu.nl</a>) and mark the start of the Master’s Thesis</td>
</tr>
<tr>
<td>d. Register via OSIRIS (GEO4-2606)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Proposal phase (max 8 weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Write a Research Proposal in Word (within 8 weeks after registered start date)</td>
</tr>
<tr>
<td>b. When the supervisor agrees, the proposal is sent to the Board of Examiners</td>
</tr>
<tr>
<td>c. The Board assesses the proposal and appoints a ‘second reader’</td>
</tr>
<tr>
<td>d. When the proposal is accepted the Board appoints a date for submission of the final Thesis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Research phase (approx. 24 weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Start the internship and follow research plan outline in the proposal</td>
</tr>
<tr>
<td>b. Student regularly convenes with supervisor (initiative is prime responsibility of student)</td>
</tr>
<tr>
<td>c. Proposal may be adjusted during the research process (after consent of supervisor)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Completion phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. student registers for thesis presentation at Copernicus secretary’s office, one month before thesis deadline (approval supervisor is needed!)</td>
</tr>
<tr>
<td>b. student hands in final Thesis (at the latest on deadline set), comprising of:</td>
</tr>
<tr>
<td>• Word copies for supervisor and 2nd reader (+ hard copies if required by them)</td>
</tr>
<tr>
<td>• digital pdf version for the secretary’s office</td>
</tr>
<tr>
<td>• upload pdf of Thesis in Scripties Online</td>
</tr>
<tr>
<td>c. student gives final Presentation at first available presentation date</td>
</tr>
<tr>
<td>d. supervisor and 2nd reader agree on grade for Thesis content (70%) and supervisor determines grade for process (20%)</td>
</tr>
<tr>
<td>e. presentation reviewer gives grade for Presentation (10%)</td>
</tr>
<tr>
<td>f. supervisor sends in signed rubric with final mark to student administration and student</td>
</tr>
</tbody>
</table>