



Master of Science (Management) Policies & Procedures

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University of
Lethbridge



School of Graduate Studies



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Master of Science (Management) Policies and Procedures

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PART 1: REGISTRATION & DEGREE REQUIREMENTS

1. Registration

Graduate students register every term throughout the tenure of their program. Detailed instructions are available in the *Registration Guide* (www.ulethbridge.ca/graduate-studies/registration-guide) and the *New Student Checklist* (www.ulethbridge.ca/graduate-studies/new-student-checklist).

Registration process

a) Registration for each term

Every term (before the Add/Drop deadline), graduate students must register for their degree requirements online via the Bridge (www.ulethbridge.ca/bridge).

A student who does not submit a defended and completed Master's Thesis that has been approved by the Dean of the School of Graduate Studies by the end of the term must register for the next term.

b) Course requirements

The Master of Science (Management) consists of 36.0 credit hours of full-time study involving an orientation, coursework, several research-focused workshops and a Master's Thesis. The program is divided into four modules running over a two (2) year period. Refer to Requirements for Degree in the Master of Science (Management) Programs section of the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar). Students are responsible for ensuring required course are successfully completed.

Independent Study courses:

The student must complete an *Independent Study* form (www.ulethbridge.ca/graduate-studies/forms) if he or she registers in an Independent Study course (5990). Contact the School of Graduate Studies Office for details (sgs@uleth.ca).

No more than one (1) Independent Study course may be taught by the supervisor. No more than two (2) Independent Study courses may be taught by the same instructor. When Independent Study courses are taught by a Supervisory Committee member, a second reader must be named from outside that Supervisory Committee.

Senior undergraduate level courses taken at the graduate level:

When senior undergraduate level courses are taken at the graduate level a *Request to Take a Senior Undergraduate Course at the Graduate Level* form (www.ulethbridge.ca/graduate-studies/forms) must be submitted.

c) Change of approved program of studies

Subsequent changes to an approved program of studies must follow the procedures outlined in the online *Registration Guide* (www.ulethbridge.ca/graduate-studies/registration-guide).

Addition of Supervisory Committee members or changes to composition of the Supervisory Committee must be vetted by the relevant department, the Management Graduate Programs Committee, and approved by the Dean of the School of Graduate Studies.

NOTE: Refer to the Cancellation and Withdrawal in the Registration section of the the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar) for course withdrawal policies.

d) Fees

For full details on program fees and payments, refer to the Fees section in the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar/fees).

Deadlines

Graduate students must register every term no later than the last day of add/drop. There are three (3) terms:

- **Spring** (January to April)
- **Summer** (May to August)
- **Fall** (September to December)

For the last day of registration for each term, refer to the Academic Schedule in the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).

Failure to register

A student who fails to register for any term and who does not have permission for a Leave of Absence, is considered by the University to have administratively withdrawn from his or her program. For a student to re-enter his or her program, the student must obtain written permission from the School of Graduate Studies and pay related tuition and fees.

2. Degree requirements

To graduate from the Master of Science (Management) program, students must have satisfied the following requirements:

Table 1: Degree requirements for the Master of Science (Management) program

Coursework	<p>Students must receive a minimum grade of 'B-' (2.70 on a 4.00 scale) in all courses which are graded and which count toward the degree and in all qualifying courses, if any. A student who receives two (2) grades below a 'B-' may be required to withdraw from the program. All courses completed in the Master of Science (Management) program or transferred into the program are included in the calculation of the program GPA for graduation purposes.</p> <p>A student must obtain a minimum cumulative program GPA of 3.00 in order to graduate from the program. Refer to Academic Standards in the Master of Science (Management) Programs section of the <i>Graduate Studies Calendar</i> (www.ulethbridge.ca/ross/academic-calendar) for details.</p>
Master's Thesis	<p>The Master's Thesis must be defended in an oral examination. The student must pass the examination, make required revisions to the Master's Thesis, and submit the PDF copy of the final Master's Thesis via the e-thesis system when notified by the School of Graduate Studies.</p>
Residency Requirement	<p>A minimum of 12 months continuous full-time registration, or 24 months continuous part-time registration</p>
Time Limit	<p>A maximum of 24 months continuous full-time registration, or 48 months continuous part-time registration</p>

PART 2: FINANCIAL ASSISTANCE

3. Financial support

Refer to Awards and Scholarships in the Information for All Programs section of the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).

Information regarding financial opportunities is available at: www.ulethbridge.ca/graduate-studies/funding-fees.

Information regarding awards and scholarships is available at: www.ulethbridge.ca/graduate-studies/award-opportunities.

Contact the Graduate Studies Awards Advisor for additional information at: www.ulethbridge.ca/graduate-studies/funding-fees/inquiry-form.

PART 3: STUDENT AND SUPERVISOR: RIGHTS AND RESPONSIBILITIES

4. Students

Full-time and part-time status

A Master of Science (Management) student may declare full-time or part-time status at the time of application and a student who wishes to transfer from full-time to part-time or vice versa must do so no later than at the end of the first 12 months of study. Full-time and part-time students register continuously throughout the tenure of their programs and are engaged in coursework and/or research towards their programs.

A full-time student who is engaged in employment outside the Master of Science (Management) program more than 10 hours per week is encouraged to discuss his or her circumstances with his or her supervisor(s).

Student responsibilities

NOTE: Master of Science (Management) students' rights and responsibilities are legislated from time to time by the University of Lethbridge and outlined in the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar). Contact the School of Graduate Studies for up-to-date legislation related to the rights and responsibilities of Master of Science (Management) students.

In studying at the graduate level, students must strive for high levels of academic achievement and contribute to the intellectual life of the University. Master of Science (Management) students must commit to the efficient completion of the program. The responsibilities of Master of Science (Management) students at the University include the following:

Regulations and requirements

1. Meet all degree requirements within the required time limit.
2. Meet all deadlines and regulations associated with registration, award applications, and degree requirements.
3. Conform to all University, departmental, and program requirements, legislation, and policies.
4. Meet the performance standards and deadlines of external funding organizations (if any).
5. Meet the terms and conditions of fellowships, teaching assistantships, and research assistantships.

Knowledge and skills

6. Develop the knowledge and skills needed to successfully pursue the academic and research program.
7. Attend scholarly presentations scheduled by the Management Graduate Programs Office. Students are encouraged to attend all Master of Science (Management) Master's Thesis proposal defences and Master's Thesis oral defences.

Academic and ethical standards

8. Uphold ethical standards in research, scholarship, and the reporting of research results.
9. Acknowledge the contributions of the supervisor, funding agencies, and others in presentations and publications, including joint authorship if appropriate.
10. Uphold the academic and non-academic standards outlined the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).
11. Ensure all written documents (including final Master's Thesis) are editorially correct.

Communication

12. Keep regular, open communication with, and seek advice from, the supervisor and Supervisory.

13. Regularly inform the supervisor about progress in the program. At a minimum, this involves a progress report each term when registered in the Master's Thesis module.
14. Inform the Management Graduate Programs Office and supervisor of any absences, and follow the University guidelines for requesting a Leave of Absence.

Planning

15. In consultation with the supervisor, develop a realistic work schedule for the research program, with specific milestones.

Research environment

16. Help ensure a research environment free from harassment, discrimination, and conflict.

Ownership of data, information, and equipment

17. Respect the University's policies regarding intellectual property and the ownership of data and information.
18. If applicable, follow the contractual agreements with other agencies or individuals regarding the ownership of data, information, and equipment.
19. If appropriate, upon finishing the program, provide the supervisor with documentation that allows others to continue the research.

Graduate student entitlements

Graduate students are entitled to the following:

- **Health and dental plans:** Students' families can also be included in these plans. Contact the University of Lethbridge Students' Union for details (see www.ulsu.ca/health-and-dental for more information).
- **Inter-library loan privileges:** Contact the Library for more details (see www.ulethbridge.ca/lib/services for more information).
- **Use of all University facilities:** For example, the Library, computer labs, exercise rooms, and gymnasium (see the General Services at the University of Lethbridge section of the *Graduate Studies Calendar*: www.ulethbridge.ca/ross/academic-calendar).
- **The right to appeal academic matters:** Refer to Academic Regulations section of the *Graduate Studies Calendar*: www.ulethbridge.ca/ross/academic-calendar.

Academic performance

For expected standards of academic performance, refer to Policies and Program Requirements in the Academic Regulations section of the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).

Non-academic performance

Refer to Policies and Program Requirements in the Academic Regulations section of the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).

Leave of Absence

When circumstances prevent a student from continuing his or her program as approved, the student, in consultation with the supervisor, may submit a request for a Leave of Absence to the School of Graduate Studies for approval. For example, those wishing to take maternity or paternity leave can request a Leave of Absence. A Leave of Absence can be a maximum of one (1) year and must begin and end in accordance with the Academic Schedule (www.ulethbridge.ca/ross/academic-schedule) specified for each term. During the leave, fees are not assessed.

5. Supervisor responsibilities

NOTE: The following policies and guidelines apply to both supervisors and co-supervisors.

Criteria for supervisors

Supervisors must:

- Be members of the School of Graduate Studies
- Have a record of distinguished and ongoing scholarly research
- Be currently active in a research area related to the student's research interest
- Possess research expertise in the student's research area

Members of the School of Graduate Studies who are supervising graduate students should inform the School of Graduate Studies of all study leaves or extended absences from campus. During such absences, supervisors ensure that an alternative Supervisory Committee member is designated as an acting supervisor (all changes to the Supervisory Committee must be approved by the Management Graduate Programs Committee), and that the School of Graduate Studies is informed.

Role and responsibilities of the supervisor

In general, the role of the Supervisor is to act as both an academic mentor, and an evaluator of the student's performance. The supervisor must provide professional guidance, and help the student acquire the skills and knowledge necessary to plan and conduct original research.

The supervisor's responsibilities include:

Commitment

1. Make a commitment to supervise the student throughout his or her program.
2. Give the student ongoing guidance on expected academic standards and the nature of research.
3. Be open and accessible to the student.
4. Give the student advice and constructive criticism, in support of high academic standards.
5. Respect the student as a junior colleague in research.
6. Acknowledge the student's contributions to presentations and publications, including joint authorship if appropriate.
7. Respect the University's policies on intellectual property and the ownership of data and information.

Regulations and requirements

8. Share with the student, at the start of the program, the expectations of the supervisor, the program, and the School of Graduate Studies.
9. Ensure all School of Graduate Studies and program regulations and requirements are met, including those related to coursework, funding, thesis work, and the Master's Thesis oral defence. Refer to Requirements for Degree in the Master of Science (Management) Programs section of the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).
10. The supervisor recommends the External Examiner for the Thesis Examination Committee to the Management Graduate Programs Committee; a completed *Conflict of Interest* form (www.ulethbridge.ca/graduate-studies/forms) with the External Examiner's curriculum vitae is required.

Communication

11. Keep in contact with the student, and meet with the student and Supervisory Committee according to the program requirements.
12. Regularly communicate with the Supervisory Committee and Management Graduate Programs Committee regarding the student's progress.

13. Notify the student and Supervisory Committee members of any anticipated change and subsequent approved change of the structure of the Management Graduate Programs Committee by the School of Graduate Studies.

Planning

14. In consultation with the student, establish a realistic work schedule for the program, with specific milestones.
15. Fulfill all duties related to completing the *Statement of Progress and Standing* form (www.ulethbridge.ca/graduate-studies/forms).
16. Help ensure there are sufficient financial and material resources to perform the research and support the student. Where required, write statements of commitment of financial support for the student.
17. Ensure the student has adequate supervision at all times during the program.

Research environment

18. Provide an environment conducive to research and intellectual growth.
19. Help ensure a research environment free from harassment, discrimination, and conflict.

Conflicts

Students and Supervisors must make every effort to maintain the student/Supervisor relationship. As graduate programs are very specialized, there may not be another faculty member qualified to act as a Supervisor. Both the student and his/her Supervisor must commit to completing the program of studies.

When there is a conflict that jeopardizes the student/Supervisor relationship, and it cannot be resolved by discussion between both parties, then the student or faculty member should contact the the Director of management graduate programs. The Director, possibly working in conjunction with the School of Graduate Studies, will attempt to resolve the problem through mediation and discussion.

6. Members of the School of Graduate Studies

For the regulations regarding criteria for membership, processes for membership, and duties and responsibilities of members of the School of Graduate Studies, refer to the *School of Graduate Studies Governing Principles* (<http://www.ulethbridge.ca/graduate-studies/governing-principles>).

PART 4: COMMITTEES

7. Management Graduate Programs Committee

Each graduate program has a program committee that is responsible for managing the day-to-day operations of that program.

NOTE: For the complete regulations regarding graduate program committees, refer to the *School of Graduate Studies Governing Principles* (www.ulethbridge.ca/graduate-studies/governing-principles).

Membership of Management Graduate Programs Committee

The Management Graduate Programs is responsible for the general supervision of the Master of Science (Management) program.

Membership of the committee is as follows:

- Program Committee Chair, who is the Director of management graduate programs
- Three (3) faculty members who are jointly members of the School of Graduate Studies and the Faculty of Management, appointed by Graduate Council.
- One (1) member of the School of Graduate Studies who is not a member of the Faculty of Management, appointed by Graduate Council.
- At most, an additional two (2) representatives of relevant professional bodies external to the University, recommended by the Faculty of Management and approved by Graduate Council.
- The Dean of the School of Graduate Studies, ex-officio.

Duties and responsibilities of the Management Graduate Programs Committee

The responsibilities of the Management Graduate Programs Committees include the following:

- Reporting to Graduate Council on all matters related to its operation, at least annually.
- Recommending to Graduate Council policy and program changes.
- Recommending to the appropriate bodies on graduate scholarships, assistantships or awards.
- On delegated authority from Graduate Council, providing for the admission of students to the School of Graduate Studies, subject to the admission standards and policies determined by General Faculties Council.
- Awarding credit for any previous courses and/or graduate work.
- Recommending to the Dean of the School of Graduate Studies on student admissibility.
- On delegated authority from Graduate Council, providing for the appointment of examiners for examinations in the School of Graduate Studies, the conduct of examinations and the determination of the results of them.
- Reviewing and recommending where necessary to the Dean of the School of Graduate Studies on students' progress and standing.
- Approving, reviewing and, where necessary, changing individual student programs.
- Reviewing and approving the composition of and/or changes to the composition of students' supervisory committees.
- On delegated authority from Graduate Council, determining the conditions under which a student must withdraw from or may continue his/her program of studies in the School of Graduate Studies.
- Recommending graduands to the Executive Committee of Graduate Council for Graduate Council approval.
- Hearing student appeals of an academic nature, with the exception of grade appeals. Appeals heard by the Management Graduate Programs Committee include appeals related to: the outcome of a Master's Thesis oral defence, the outcome of a comprehensive examination, the outcome of a transfer examination, or student progress and standing.

8. Supervisory Committee

Membership of Supervisory Committee

The Supervisory Committee consists of the following members:

- A Chair: the supervisor
- Two (2) committee members who are faculty members that are members of the School of Graduate Studies:
 - One (1) from that same discipline as the program
 - One (1) from another cognate area, or from another discipline within the Faculty of Management

Establishing the Supervisory Committee

The student must submit the name of his or her supervisor (with consent/approval) to the Management Graduate Programs Office one (1) month prior to the completion of the Integrative Management Studies Module (December 1 for full-time students).

The supervisor, in consultation with the student, recommends Supervisory Committee members to the Management Graduate Programs Committee, no later than the end of the Major Module I (April 1 of the first year of study). Changes to membership must be approved by the Management Graduate Programs Committee.

Duties and responsibilities of the Supervisory Committee

The overall role of the Supervisory Committee is to support the graduate student by providing academic and research advice, assessing a student's progress and providing feedback.

The Supervisory Committee's responsibilities are to:

- Meet with the student to discuss progress and issues, and report progress to the Management Graduate Programs Committee.
- Provide constructive criticism of the student's ideas, methods, and performance.
- Be accessible to the student for ongoing consultation and discussion.
- Be a member of the Thesis Examination Committee.
- Attend Master's Thesis proposal defence and the Master's Thesis oral defence.

The School of Graduate Studies recommends that each member make every effort to remain part of the student's Supervisory Committee until the student exits the program.

9. Thesis Examination Committee

Membership of the Thesis Examination Committee

There are at least five (5) members on the Thesis Examination Committee:

- A Chair: Normally the Director of management graduate programs or the Director's designate, unless otherwise appointed by the Management Graduate Programs Committee. The Thesis Examination Committee Chair is a non-voting member of the Master's Thesis oral defence. The Thesis Examination Committee Chair helps ensure consistency in both quality and procedures.
- Internal Examiners: All members of the student's Supervisory Committee.
- An External Examiner: External to the University, with expertise in the area of research. The External Examiner must have no academic relationship with the student or the supervisor that constitutes conflict of interest and must submit a completed *Conflict of Interest* form (www.ulethbridge.ca/graduate-studies/forms) with his or her curriculum vitae to the supervisor who will forward it to the School of Graduate Studies for decanal consideration with a rationale for choosing the particular individual.

All members are voting members, except the Chair. The Management Graduate Programs Committee approves the membership of the Thesis Examination Committee.

Duties and responsibilities of the Thesis Examination Committee

The overall responsibility of the Thesis Examination Committee is to assess the completed Master's Thesis, by reviewing the Master's Thesis, and conducting the Master's Thesis oral defence in accordance with the procedures developed by the School of Graduate Studies.

The committee's specific responsibilities include the following:

- Reviewing and assessing the completed Master's Thesis, in accordance with the guidelines described in the **Assessing the Master's Thesis on p. 20**.
- Questioning of the student during the Master's Thesis oral defence.
- Assessing the student, based on the Master's Thesis, and the student's responses and performance during the Master's Thesis oral defence.

The Thesis Examination Committee Chair is responsible for:

- Chairing the Master's Thesis oral defence to ensure procedural fairness and consistency, and to assist the Thesis Examination Committee to reach an assessment decision (see **Making a decision on p. 22**).
- Informing the student of the results of the Master's Thesis oral defence and reporting the results to the Dean of the School of Graduate Studies immediately following the defence.

The Thesis Examination Committee Chair is a representative of the School of Graduate Studies and is required to be familiar with the policies and procedures related to the Master's Thesis oral defence.

PART 5: THESIS PROPOSAL DEFENCE

10. Master's Thesis proposal defence guidelines

Typically, students defend/present their Master's Thesis proposals after completion of Management 5300 - Major Seminar III, but relatively early in the Master's Thesis module (Management 6100 - Master's Thesis). The student's Master's Thesis proposal defence must be successful to continue with Management 6100.

The Supervisory Committee determines the success of the Master's Thesis proposal defence. The Chair of the Supervisory Committee must notify the student, in writing, of the outcome of the Master's Thesis proposal defence. This should include comments, feedback and required corrections for improvement. If unsuccessful, the letter must state what changes need to be made, and the student will be required to defend his or her Master's Thesis proposal again before continuing with the Master's Thesis work. A copy of the letter must be submitted to the Management Graduate Programs Office in order to maintain registration in the Master's Thesis module.

If the student's second proposal defence is unsuccessful he or she may be required to withdraw from the Master of Science (Management) program.

11. Master's Thesis proposal defence responsibilities

The following steps outline the responsibilities related to the student's Master's Thesis proposal presentation and defence:

1. A suggested format for the Master's Thesis proposal is outlined below.
2. The student's supervisor/co-supervisor is required to contact the Management Graduate Programs Office when the Committee and student feel the Master's Thesis proposal is ready for presentation and defence. The Management Graduate Programs Office will assist with booking an appropriate time and room for the presentation. All members of the Supervisory Committee must attend the Master's Thesis proposal presentation and defence. Attendance via video or telephone conference is acceptable.
3. Students are required to submit the Master's Thesis proposal document to the Management Graduate Programs Office one (1) week prior to the scheduled presentation. This document will be made available to interested faculty and staff prior to the presentation.
4. The Director of management graduate programs will chair the Master's Thesis proposal defence.
5. The Master's Thesis proposal defence is open. All graduate students and interested faculty are encouraged to attend.
6. Students are allowed one hour to present the Master's Thesis proposal: 30-minute public presentation followed by a 30-minute question-answer period.
7. Anyone present at the Master's Thesis proposal defence may ask questions.
8. The Supervisory Committee determines the success of the Master's Thesis proposal based on the document itself and the student's ability to present his or her Master's Thesis proposal and answer questions from the public. The Supervisory Committee should determine if the student's proposed research is likely to meet or exceed the academic standards for a Master of Science (Management) Master's Thesis. This includes ensuring that the proposed research:
 - a. Addresses related public literature.
 - b. Acknowledges contributing scholars.
 - c. Uses methods that ensure the conclusions are valid and supported.
 - d. Contributes knowledge to management scholarship.
 - e. Has originality and substance.
 - f. Is written in a clear and intelligible manner.
 - g. Shows significant knowledge and grasp of the field.
 - h. Is free from major errors.
9. Students must be notified in writing by the Supervisory Committee the results of the Master's Thesis proposal defence, which includes comments, feedback and any corrections for improvement. A copy of this letter must be submitted to the Management Graduate Programs Office in order for the student to maintain registration in Management 6100.

10. If unsuccessful, the letter must state required changes. The student will be placed on probation, and is be required to present and defend his or her Master's Thesis proposal again before continuing with the Master's Thesis work. If the second Master's Thesis proposal defence is unsuccessful the student maybe required to withdraw from the program.

12. Suggested Master's Thesis proposal format

Title: Specific description of Master's Thesis

Abstract: 100-word summary¹

Introduction: Brief introduction to topic area

Problem Statement: Goals and objectives of research (what will the study accomplish) and description of the relevance of the research (general introduction and overview)

Literature Review: Describes the major studies as they relate to your research question or problem and, in more detail, show how the study fits in the literature and the gap it fills. In other words, the literature is used to support the Master's Thesis proposal.

Research Question and/or Hypotheses: Focuses on an issue, a problem, a gap in the knowledge in the field.

Methods: Describes how the question will be investigated including: the methods that will be used and how they will be used, and what the data sources are.

Timeline: Outlines the steps that will be taken and provides a timeline for finishing each step.

Budget: Describes the resources required for the research and how much they will cost. Also indicates where the funds will come from; especially if budget is in excess of the \$750 research fund provided by the program.

References: List the sources that were used to develop the Master's Thesis proposal.

¹ Some Supervisors may want an outline of the expected results of the research or may have other changes that they want made to this format. Students must ensure they fulfill those requirements. This is a suggested format only.

PART 6: THESIS PROGRESS AND REGULATIONS

13. Statement of progress and standing

Once each term, the Supervisory Committee completes the *Statement of Progress and Standing* form (www.ulethbridge.ca/graduate-studies/forms) for students registered in Management 6100 - Master's Thesis. This form identifies critical milestones in the student's research that, if not reached by the student, flag the need for some remediation process. After the *Statement of Progress and Standing* form is completed, the supervisor, Supervisory Committee members, and student must all sign it. The original form must be submitted to the Management Graduate Programs Office to maintain registration in Management 6100 - Master's Thesis.

14. Purpose and requirements of the Master's Thesis

Purpose of the Master's Thesis

All Master of Science (Management) students are required to present a Master's Thesis. The Master's Thesis must make a significant, original contribution to the body of knowledge in a given discipline. It must show that the student:

- Is familiar with the published literature in the Master's Thesis' subject area
- Has used appropriate research methods
- Has applied appropriate levels of critical analysis
- Is competent to complete independent research and present the findings
- Is able to present, defend, and debate the findings in a public forum

The material in the Master's Thesis must, in the judgement of the Thesis Examination Committee, be suitable for publication.

Master's Thesis requirements

The School of Graduate Studies specifies the following requirements for the Master's Thesis:

- The student must work independently to produce the Master's Thesis.
- The student must orally defend the Master's Thesis. The Master's Thesis oral defence is open to other students, faculty, and members of the community. Under extraordinary circumstances, a request for a closed Master's Thesis oral defence may be made by the student or any member of the Examination Committee to the Dean of Graduate Studies. A request for a closed Master's Thesis oral defence is normally made in conjunction with the request for Master's Thesis oral defence. The Thesis Examination Committee assesses the Master's Thesis, and conducts the Master's Thesis oral defence.
- The Master's Thesis remains the intellectual property of the student.
- The student grants the University permission to use the Master's Thesis for further research and study.
- Prior to graduation, the student must provide PDF copy of the final version of the Master's Thesis and all research material used for the Master's Thesis.

15. Master's Thesis format regulations

This section presents the regulations for the format of the Master's Thesis. All theses must abide by these regulations and, if they do not, can be rejected by the Thesis Examination Committee.

For spelling, punctuation, and bibliographic citations, use the style guide published by the American Psychological Association *consistently*.²

Use the style guide in conjunction with the following Master's Thesis format regulations. Where there is a conflict between the style guide and the Master's Thesis format regulations below, these regulations take precedence. The Master's Thesis format regulations are organized alphabetically, by topic and should be used as a checklist by the graduate student.

If a student needs to deviate from the Master's Thesis format regulations, the student must obtain written permission from the Dean of the School of Graduate Studies, before submitting the *Request for Final Thesis Examination* form (www.ulethbridge.ca/graduate-studies/forms).

Bibliography/reference list	Starts on a new page. The Master's Thesis follows the bibliographic citation format in the approved style guide in use. This format is used consistently.
Changes	Corrections or changes made after the Master's Thesis oral defence must conform to the original format and style of the Master's Thesis. All corrections must be made using word-processing software.
Chapters	New chapters must always begin on a new page. A page break (not a series of blank lines) is used to create a new page.
Copyrighted material	<p>Theses that use substantial portions of copyrighted works in ways not covered by statutory exceptions to infringement or University Library electronic resource license agreements must include Letters of Permission from copyright owners or their licensing agents. These Letters of Permission must accompany the Master's Thesis when the final copies are submitted.</p> <p>If the Master's Thesis includes sections previously published by the Master's Thesis author and the author did not retain ownership of copyright, then the author must obtain reproduction permission from the copyright owner.</p> <p>If the Master's Thesis includes material that the Master's Thesis author co-wrote with others, then a Letter of Permission from the copyright owner or owners is required.</p> <p>If the author is unable to obtain copyright owner permission and omitting this material will not detract from the sense of the text, then the author must remove the copyrighted material, and in its place insert a page that explains:</p> <ul style="list-style-type: none"> • That the material has been removed because of unavailable copyright permission; and • The content of the omitted material and its original source. <p>If the author is unable to obtain copyright owner permission and omitting this material will detract from the sense of the text, then the author has two (2) options:</p> <ul style="list-style-type: none"> • Do not finish or publish the Master's Thesis until the copyright owner provides permission; or

² *Publication Manual of the American Psychological Association: Fifth Edition*, July 2001.

- Remove the copyrighted material and rewrite that section of the Master's Thesis in a manner that does not change the sense of the text.

NOTE: Obtaining Letters of Permission can take considerable time so begin this process well in advance of the target completion date for the Master's Thesis.

Epigraph

An epigraph is a quotation that comes before a chapter or the body of the Master's Thesis. The epigraph should be indented approximately 20 spaces from the left margin. The author and title must be cited below the quotation. The epigraph should be *single line spacing*, with one (1) line between the quotation and the author/title.

Font

Any standard serif font is acceptable³. The font size must be 10 to 12 point. The font must be solid and black.

One (1) font size and style must be used consistently throughout the Master's Thesis. However, text in tables or figures can be a different font from the rest of the Master's Thesis. Headings can be in bold text, and italics can be used for emphasis.

Footnotes/notes/endnotes

Notes can be:

- At the foot of the page (footnotes);
- Grouped at the end of a chapter (notes);
- Grouped at the end of the Master's Thesis, before the Bibliography/Reference List (endnotes).

One (1) type (footnotes, notes, or endnotes) are used consistently throughout the Master's Thesis. *Single line spacing* is used for all types of notes.

Graphs

Labels and symbols, or colours are used to identify graph lines or bars. An example of symbols is cross-hatching.

Headers

The Master's Thesis can contain page headers, but a horizontal line must separate the header from the page text.

Headings

Headings must be in the same font style and size as the rest of the Master's Thesis text, but can be in bold text.

Justification

A Master's Thesis can be left-justified or fully-justified. The justification must be consistent throughout the Master's Thesis.

Language

The Master's Thesis must be written in the English language.

Line spacing

Lines in the Abstract, Acknowledgement, and body of the Thesis must use *double line spacing*. *Single line spacing* is used for footnotes/notes/endnotes, long quotations, and appendices.

³ Serifs are the small projections at the end of each stroke in a letter. Serif font is easier to read than non-serif font.

In the Table of Contents, Bibliography/Reference List, and the List of Tables, List of Figures, List of Plates, List of Symbols, et cetera, *single line spacing* is used for each reference and *double line spacing* is used between entries.

Margins

Left margin: 3.8 centimetres

Right, top, and bottom margins: 2.5 centimetres

The margins must be the same on all pages of the Master's Thesis including prefatory pages, main body, Bibliography/Reference List, and appendices.

Page numbering

Prefatory pages:

- The prefatory pages include the Title Page, Thesis Examination Committee Members Page, Dedication Page (optional), Table of Contents, Preface, (optional), et cetera (see **Sequence of materials on p. 16**);
- Numbered consecutively, beginning with the Title Page, which does not have the page number on it. The remaining prefatory pages are numbered with a small Roman numeral centred at the bottom of the page.

Main body pages:

- The main body pages begin at the Introduction or first chapter, and include the remainder of the document;
- Numbered consecutively with Arabic numerals centred at the bottom of the page. Numbering starts at '1'.
- The Bibliography/Reference List and Appendices are part of the main body, and so must be numbered consecutively with the preceding main body pages. Do not number Appendix pages A1, B1, et cetera.

Page orientation

The pages must be in portrait orientation. Illustrations, including figures, tables, and images, may be presented in a landscape orientation if required for clarity.

Paper size

The paper must be letter sized (21.5 centimetres × 28 centimetres).

The Master's Thesis can include oversize pages (i.e., legal size) as fold-outs, folded so they are no more than 20 centimetres wide.

Photographs, coloured

A Master's Thesis may contain colour photographs and/or figures.

Quotations

On long quotations, use *single line spacing*. Indent all single-spaced quotations and include the appropriate reference citation.

Sequence of materials

1. *Title page*
See detailed example in
Appendix One: Sample Thesis
Title Page on p. 33

- Has no page number, but is page i of the prefatory pages (see **Page numbering on p. 16**)
- Must include the universal copyright notice. For example: © John A. Smith 2001
- *Single line spacing*

<p>2. <i>Thesis Examination Committee Members page</i></p> <p>See detailed example in Appendix Two: Sample and Example Thesis Examination Committee Members Page on p. 34</p>	<ul style="list-style-type: none"> • Lists all members of the Thesis Examination Committee • Has no page number, but is page ii of the prefatory pages (see Page numbering on p. 16) • <i>Single line spacing</i>
<p>3. <i>Dedication page (optional)</i></p>	<ul style="list-style-type: none"> • Page iii of prefatory pages (see Page numbering on p. 16)
<p>4. <i>Abstract</i></p>	<ul style="list-style-type: none"> • Page iii of prefatory pages (or page iv if there is a Dedication Page) (see Page numbering on p. 16) • Maximum of 150 words, mandated by University Microfilming Inc. • <i>Double line spacing</i>
<p>5. <i>Preface (optional)</i></p>	<ul style="list-style-type: none"> • Prefatory page (see Page numbering on p. 16) • <i>Double line spacing</i>
<p>6. <i>Acknowledgements (optional)</i></p>	<ul style="list-style-type: none"> • Prefatory page (see Page numbering on p. 16) • <i>Double line spacing</i>
<p>7. <i>Table of Contents</i></p>	<ul style="list-style-type: none"> • Prefatory page (see Page numbering on p. 16) • <i>Single line spacing</i>
<p>8. <i>List of Tables (if any)</i></p>	<ul style="list-style-type: none"> • Prefatory page (see Page numbering on p. 16) • <i>Single line spacing</i>
<p>9. <i>List of Figures (if any)</i></p>	<ul style="list-style-type: none"> • Prefatory page (see Page numbering on p. 16) • <i>Single line spacing</i>
<p>10. <i>List of Abbreviations (if any)</i></p>	<ul style="list-style-type: none"> • Prefatory page (see Page numbering on p. 16) • <i>Single line spacing</i>
<p>11. <i>Main body</i></p>	<ul style="list-style-type: none"> • Beginning of the body of the Master's Thesis. • Main body pages (see Page numbering on p. 16) • <i>Double line spacing</i>

<i>12. References</i>	<ul style="list-style-type: none"> • Main body pages (see Page numbering on p. 16) • <i>Single line spacing</i> for each reference • <i>Double line spacing</i> between references
<i>13. Appendices</i>	<ul style="list-style-type: none"> • Main body pages (see Page numbering on p. 16) • <i>Single line spacing</i>

Spelling

British or American English spelling is acceptable. Whichever form is chosen, it must be used consistently throughout the Master's Thesis.

**Tables and figures:
Headings and captions**

Centre all table headings above the table. Use *single line spacing*.

Centre figure captions below the figure. Use *single line spacing*.

**Tables and figures:
Numbering**

The numbering of tables and figures must be consecutive, with no repeating of numbers. The numbering must be in Arabic numerals, and can be 1, 2, 3, et cetera, or by chapter (e.g., 1.1, 1.2, 1.3...).

**Tables and figures:
Size**

Tables and figures must fit within the prescribed margins. Those that are larger than the letter size page must be reduced or folded so they fit within the margins of the page.

**Thesis Examination
Committee Members page**

See **Appendix Two: Sample and Example Thesis Examination Committee Members Page on p. 34** for a detailed example and sample.

Title page

See **Appendix One: Sample Thesis Title Page on p. 33** for a detailed example.

Translated passages

For long passages of translation, use two (2) columns side-by-side, comparing the original and the translation.

Unusual format

To use an unusual format for the Master's Thesis, the student must obtain written permission from the Dean of the School of Graduate Studies, before submitting the *Request for Final Thesis Examination* form (www.ulethbridge.ca/graduate-studies/forms).

PART 7: MASTER'S THESIS EXAMINATION AND ASSESSMENT

16. Master's Thesis oral defence

Requesting a Master's Thesis oral defence

When the Master's Thesis is complete, the candidate must defend it in an oral examination. The student informs the supervisor that he or she is ready to defend and provides the supervisor with an appropriately formatted PDF copy of the Master's Thesis. The student is not permitted to make changes to this document until after the Master's Thesis oral defence has been completed.

A student who has successfully completed all program requirements has the right to submit and defend the Master's Thesis, even if the supervisor recommends otherwise.

NOTE: A student who does not submit and defend the completed Master's Thesis by the end of the term must register for the next term.

Forming the Thesis Examination Committee

The supervisor completes the *Request for Final Thesis Examination* form (www.ulethbridge.ca/graduate-studies/forms). This form recommends:

- The composition of the Thesis Examination Committee, including written rationale for the choice of External Examiner and the a completed *Conflict of Interest* form (www.ulethbridge.ca/graduate-studies/forms) with the External Examiner's curriculum vitae.
- The tentative schedule of the Master's Thesis oral defence.

The *Request for Final Thesis Examination* form should be completed and submitted at least **four (4) weeks prior** to the proposed date of defence, and must be signed by all members of the Supervisory Committee and the student. Both the public presentation and the oral defence are open to other students, faculty members, and to members of the community. Under extraordinary circumstances, a request for a closed defence may be made by the student or any member of the Thesis Examination Committee to the Dean of Graduate Studies. A request for a closed defence is normally made in conjunction with the request for the Master's Thesis oral defence.

The student in conjunction with his or her supervisor submits the *Request for Final Thesis Examination* form, together with a PDF copy of the Master's Thesis, to the Management Graduate Programs Office, where it is forwarded to the Director of management graduate programs for review and approval. Students are not allowed to make revisions to the Master's Thesis until after the Master's Thesis oral defence.

Scheduling the Master's Thesis oral defence

The Master's Thesis oral defence should be scheduled for no later than one (1) month before the deadline for receiving the official copies of the Master's Thesis. These deadlines are:

- For Fall Convocation: **August 31** (submit final document by July 30)
- For Spring Convocation: **April 30** (submit final document by March 30)

Approving the Master's Thesis oral defence

The Management Graduate Programs Committee reviews the *Request for Final Thesis Examination* form. If the Management Graduate Programs Committee does not approve the request, it is usually because the Management Graduate Programs Committee feels that the External Examiner is not suitable. In cases where the External Examiner is not suitable, the Supervisor recommends another External Examiner.

Notice of Master's Thesis oral defence

Next, the Management Graduate Programs Office completes the *Notice of Final Thesis Examination* and forwards copies of this form to the School of Graduate Studies, the Thesis Examination Committee, the Dean of the Faculty of Management, the External Examiner, and the student.

A cover memo for this form instructs the student to submit a PDF copy of the Master's Thesis for the Master's Thesis oral defence to the Management Graduate Programs Office for distribution to the Thesis Examination Committee. The Thesis Examination Committee, except the Chair, is responsible for reviewing and assessing the Master's Thesis for readiness to defend. Committee members have **two (2) weeks** to complete the review and assessment, and must submit the completed *Assessment of Readiness to Defend* form at least 72 hours before the scheduled defence.

A copy of the *Notice of Final Thesis Examination* form is posted outside the Faculty of Management reception office. The Management Graduate Programs Office sends an announcement informing graduate students, interested faculty and staff of the Master's Thesis presentation and defence. The Management Graduate Programs Office also sends a memo to the supervisor, student, and the remaining members of the Thesis Examination Committee that outlines the next steps, beginning with the Master's Thesis review and assessment.

Assessing the Master's Thesis

The Thesis Examination Committee must assess if the student's Master's Thesis meets or exceeds the academic standards for an Master of Science (Management) Master's Thesis. This includes ensuring that the Master's Thesis:

- Addresses related public literature
- Acknowledges contributing scholars
- Uses methods that ensure the conclusions are valid and supported
- Contributes knowledge to management scholarship
- Has originality and substance
- Is written in a clear and intelligible manner
- Conforms to the Master's Thesis style and format regulations
- Shows significant knowledge and grasp of the field
- Is free from major errors

In assessing the Master's Thesis, the committee must recognize that even an excellent thesis is not necessarily perfect in all respects. Only some parts of the Master's Thesis could be suitable for a publication. Taken as a whole, the Master's Thesis has to be a sound piece of scholarship.

Master's Thesis assessment report

When the assessment of the Master's Thesis is complete, each member of the Thesis Examination Committee, except the Chair, completes an *Assessment of Readiness to Defend* form (www.ulethbridge.ca/graduate-studies/forms). This form is a recommendation on the student's readiness to defend the Master's Thesis.

The examiners submit their completed forms to the Thesis Examination Committee Chair. This must be done at least 72 hours before the Master's Thesis oral defence.

The examiners recommend one (1) of the two (2) assessments on the form:

Table 2: Assessment of readiness to defend assessment options

Assessment	Next Steps
Advance to the Master's Thesis oral defence as scheduled	Student advances to the scheduled Master's Thesis oral defence.
Not ready to proceed to the scheduled Master's Thesis oral defence	The Thesis Examination Committee Chair contacts the Dean of the School of Graduate Studies immediately. The Dean of the School of Graduate Studies discusses how to proceed with the supervisor and the student.

NOTE: Students have a right to defend the Master's Thesis regardless of the assessment.

Preparing for the Master's Thesis oral defence

Before the Master's Thesis oral defence, the Management Graduate Programs Office ensures that:

- Seating, audio-visual equipment, and other necessary equipment are appropriate in the room where the Master's Thesis oral defence is being held.
- The Thesis Examination Committee understands how the Master's Thesis oral defence will be run.
- The School of Graduate Studies and the Thesis Examination Committee are aware of the date, time, and place of the Master's Thesis oral defence and the public presentation.

Conducting the Master's Thesis oral defence

Both the public presentation and the defence are open to other students and faculty and to members of the community, unless a request from the External Examiner and/or for a closed defence for extraordinary circumstances is approved by the Dean of the School of Graduate Studies. The defence is two hours in duration. The procedure for conducting the Master's Thesis oral defence as follows:

a) Introduction

The Thesis Examination Committee Chair:

- Welcomes all in attendance.
- States that this Master's Thesis oral defence is a senior academic event in the School of Graduate Studies, and is a formal examination before awarding the degree of Master of Science (Management).
- Introduces the student.
- Asks the Thesis Examination Committee members to introduce themselves, in this order: the External Examiner, the faculty members of the Supervisory Committee, and the Supervisor.
- States that all members of the Thesis Examination Committee have read the Master's Thesis, and have submitted an assessment report on the Master's Thesis.
- States that the student will present, in a Master's Thesis presentation, the essence of the Master's Thesis.

b) Master's Thesis presentation

In a maximum of 30 minutes, the student summarizes the major objectives, content, results, and conclusions of the thesis. A short question period will follow the Master's Thesis presentation for the public to ask questions related to the presentation.

c) Oral defence: Questioning

NOTE: The audience is not permitted to ask questions during the formal oral defence.

The Chair invites the Thesis Examination Committee to pose their questions. Before the questioning begins, the Chair outlines the procedure:

- Each examiner will pose his or her questions, as desired.
- Comments and discussion not directly related to the questions must be saved for the post-defence meeting of the examiners.
- The Chair invites questions from:
 1. The External Examiner
 2. The Internal Examiners
 3. The supervisor(s)
- The Chair does not normally ask questions;
- After one (1) initial round of questions, the examiners may ask additional questions in a second round, and so on.

d) Making a decision

After questioning has finished, the Chair excuses the student, asking him or her to leave and the audience the room so that the Thesis Examination Committee can meet in private. When the student has left both the oral and written components of the Master's Thesis oral defence are assessed:

The Chair outlines the two (2) options for the **Oral Defence** component of the Master's Thesis oral defence for a decision:

1. **Pass:** The student's performance in the oral defence was successful
2. **Fail:** The Thesis Examination Committee defers a decision because the student's performance in the oral defence was unsatisfactory. The student will be required to go through the Master's Thesis oral defence process a second time.

The Chair asks an examiner to make a motion that the decision for the Oral Examination be: Pass or Fail.

The Chair asks for a vote on the motion. Discussion occurs on a decision, and the Chair endeavours to facilitate consensus but does not vote. Ideally the vote is unanimous, but the motion may pass with one (1) dissenting vote, provided this is not the vote of the External Examiner, or supervisor(s).

The Chair outlines the five (5) options for the **Master's Thesis** component for a decision:

1. **Pass:** The Master's Thesis is passed as submitted (i.e., no changes needed)
2. **Pass with Minor Revisions:** The Master's Thesis is passed on the condition that the student makes revisions (e.g., editorial changes, addition of citations, formatting) to the satisfaction of the supervisor, or another as authorized by the Thesis Examination Committee.
3. **Pass with Major Revisions:** The Master's Thesis requires substantial revisions (e.g., collection of more data, running additional tests, supplementary analysis) and is passed on the condition that the student makes revisions to the satisfaction of the supervisor, or another as authorized by the Thesis Examination Committee.
4. **Defer:** The Thesis Examination Committee defers a decision until the student makes substantial changes to the Master's Thesis. The student may be required to go through the Thesis oral defence process a second time.
5. **Fail:** The Master's Thesis is failed and the student may re-take the Master's Thesis oral defence one (1) time.

Using the *Assessment of Readiness to Defend* forms as a guide, the Chair asks a committee member to make a motion that the decision for the written Master's Thesis component be: Pass, Pass with Minor Revisions, Pass with Major Revisions, Defer, or Fail.

The Chair asks for a vote on the motion. Discussion occurs on a decision, and the Chair endeavours to facilitate consensus but does not vote. Ideally the vote is unanimous, but the motion may pass with one (1) dissenting vote, provided this is not the vote of the External Examiner, supervisor(s).

The Thesis Examination Committee is required to reach a majority decision. If the vote results in a tie, the Chair calls for further discussion and holds a second vote, and so on until a decision is reached.

In the event that a failed Master's Thesis oral defence represents the second attempt to defend the Master's Thesis, the student must withdraw from the program, and the Thesis Examination Committee must provide a written justification for the decision to fail the Master's Thesis oral defence to the Dean of the School of Graduate Studies.

When the decision has been made, the Thesis Examination Committee then discusses the nature of any required revisions to the Master's Thesis and how the student will complete them.

Students have the right to appeal the decision to the Dean of the School of Graduate Studies. The decision of the Dean of the School of Graduate Studies is final.

e) Informing the student

After the Thesis Examination Committee has made a decision and finished the discussion, the Chair:

- Invites the student back into the room.
- Informs the student of the committee's decision.
- If necessary, explains the required Master's Thesis revisions to the student, and the plan for the student to complete them.
- Reminds the student that a PDF copy of the Master's Thesis must be submitted via the e-thesis system after the completed revisions have been reviewed and approved by the supervisor(s).
- If the student passes, congratulates the student, and thanks the Thesis Examination Committee members.
- Adjourns the Master's Thesis oral defence.

17. Embargo policy

The student submits a PDF copy of the final Master's Thesis to the University's Institutional Repository via the e-thesis submission system (see **After the Master's Thesis oral defence on p. 24**). The School of Graduate Studies must be informed of all requests for approval to delay the publication of a student's Master's Thesis in the University's Institutional Repository. The Dean of the School of Graduate Studies will consider all embargo requests (e.g., delay of publishing the Master's Thesis manuscript) and may approve the publication delay for six (6) months when justifiable reasons are stipulated. Under special circumstances, the Dean of the School of Graduate Studies may approve the delay in publishing the Master's Thesis for a maximum of 12 months when substantive justification is provided.

Examples of justifiable reasons:

1. Time to complete and submit a thesis or patent application for a device or idea that emerged from the Master's Thesis research.
2. The Master's Thesis describes an idea or product that has substantial monetary potential for either the student, or a group of researchers, or the University.
3. A request for the embargo has been requested by a commercial company that funded the graduate student's Master's Thesis research.
4. A journal will not consider publication of paper/manuscript that has been published in a thesis. Evidence of the journal's policy or a letter from the journal's editor must be provided.
5. Other reasons.

Procedure for embargo of the Master's Thesis:

1. The student completes and signs the *Request for Publication Embargo of Thesis* form (www.ulethbridge.ca/graduate-studies/forms).
2. The completed *Request for Publication Embargo of Thesis* form is signed by the student's supervisor and department/area chair.
3. The student submits the signed *Request for Publication Embargo of Thesis* form to the Dean of the School of Graduate Studies for decanal consideration **before submission of the PDF copy of the Master's Thesis manuscript via the e-thesis submission system.**
4. The outcome of the Dean of the School of Graduate Studies' decision will be forwarded via email to the graduate student and supervisor within 7 to 10 business days.
5. The School of Graduate Studies forwards a copy of the *Request for Publication Embargo of Thesis* form is forwarded via email to the University Library.
6. The student submits the PDF copy of the Master's Thesis manuscript via the e-thesis system (www.ulethbridge.ca/graduate-studies/e-thesis-submission).
7. The student checks the embargo box within the e-thesis submission system and specifies the approval start and end dates of the embargo period.

8. The Library confirms the approval of each thesis embargo. If decanal approval has been granted, the metadata and the Master's Thesis manuscript will not be available to anyone during the embargo period.
9. A student's e-thesis embargo check and dates will be removed and the student's Master's Thesis manuscript will not be processed by the Library when a *Request for Publication Embargo of Thesis* form has NOT been submitted by the School of Graduate Studies and approved by the Dean of the School of Graduate Studies.
10. When the end of the embargo period has been reached, the Master's Thesis manuscript will be released by the Library and will be available online.
11. If a student wishes to extend a six (6) month embargo period for an additional six (6) months, the student is responsible for submitting a second *Request for Publication Embargo of Thesis* form to the School of Graduate Studies for decanal consideration no less than 30 days before the release date of the first embargo period.

18. After the Master's Thesis oral defence

1. Immediately following the Master's Thesis oral defence, the Chair completes the *Thesis Examination Report* form (www.ulethbridge.ca/graduate-studies/forms) and submits this form plus the original examiners' *Assessment of Readiness to Defend* forms to the Dean of the School of Graduate Studies.
2. The student completes any required revisions to the Master's Thesis and informs the supervisor that the revised Master's Thesis is ready for his or her review.
3. When the supervisor, or another as authorized by the Thesis Examination Committee, is satisfied with the revisions made to the Master's Thesis, the supervisor completes and signs the *Recommendation of the Award of the Degree* form (www.ulethbridge.ca/graduate-studies/forms).
4. The supervisor submits the completed and signed *Recommendation of the Award of the Degree* form to the Director of management graduate programs for review and approval before the final review by the Dean of the School of Graduate Studies for final approval.
5. If requesting an embargo to delay the publication of the Master's Thesis, refer to **Embargo policy on p. 23**.
6. When the Management Graduate Programs Office receives the signed copy of the *Recommendation of the Award of the Degree* form from the supervisor, the student's up-to-date curriculum vitae and working copy University transcripts, an account in the e-thesis system will be created and an account notification email will be sent to the student's University email account.
7. The student may then access his or her e-thesis account and submit his or her PDF copy of the Master's Thesis. Instructions for submitting a PDF copy of the Master's Thesis via the e-thesis system are available at www.ulethbridge.ca/graduate-studies/e-thesis-submission.
8. After the Director of management graduate programs has approved the PDF copy of the Master's Thesis, the Dean of the School of Graduate Studies completes a brief review of the PDF copy of the Master's Thesis, and if there are no further revisions required, signs the *Recommendation of the Award of the Degree* form.

If there are revisions required, the student will receive email notification via the e-thesis system. The student notifies the School of Graduate Studies after completing the revisions.

The student will receive an email confirming decanal approval of the submitted PDF copy of the Master's Thesis. The student may proceed with thesis binding, if desired.

After receiving final approval of the Master's Thesis

After receiving final approval of the Master's Thesis by the Director of management graduate programs and the Dean of the School of Graduate Studies, the student may proceed with the elective binding of the Master's Thesis (see **Binding guidelines on p. 25**) if the student and/or supervisor wants bound copies.

NOTE: The student must meet all degree requirements, including receiving decanal approval of the PDF copy of the Thesis and submitting required documentation, no later than the relevant outstanding document deadline (see **Table 3: Application for graduation deadlines on p. 25**). The student may apply to convocate if he or she anticipates completion of all degree requirements no later than: **April 30** for Spring Convocation, and no later than **August 31** for Fall Convocation.

Table 3: Application for graduation deadlines

	Fall or Spring program completion	Summer program completion
Convocation Ceremony	Spring	Fall
Application for graduation deadline	March 1*	August 1*
Outstanding document deadline	April 30*	Last Monday of August
Withdrawal of application for graduation deadline	April 30*	Last Monday of August
Deadline to clear all outstanding accounts	April 1	August 15

* When the deadline date occurs on a weekend or on a Statutory or Civic Holiday, the deadline will be the next working day.

Binding guidelines

If students and/or supervisors would like bound copies of the Master's Thesis, they must follow the binding guidelines outlined below and are responsible for making all the necessary arrangements and for the payment of the binding costs.

Table 4: Master of Science (Management) Master's Thesis binding guidelines

Paper type and weight:	The paper must be white bound, 16 lb. or 20 lb. weight. Recycled paper is acceptable if it is as white as bond paper, and has no flecks. Use one (1) paper type and weight, conforming to the formatting regulations, throughout the Master's Thesis.
Single sided paper:	All theses must be printed on one (1) side of the paper only, on the recto (right-hand) side.
General:	Good quality binding, with a hard cover
On the front cover:	Either blank (no lettering), or with the Master's Thesis title
On the spine:	Master's Thesis title, author, year of Convocation. The title may need to be abbreviated if more than 41 characters
Binding colour:	Maroon
Lettering:	Gold. Can be all capital letters, or title case

Students may have the Master's Thesis printed wherever is most convenient, as long as the outcome conforms to the Master's Thesis format guidelines (see **Master's Thesis format regulations on p. 14**) and **Table 4: Master of Science (Management) Master's Thesis binding guidelines on p. 25**. Students may want to contact The University Copy Centre to make arrangements for shipping to a bindery, for a fee. The University Copy Centre is located in the Parkway Service Complex. Students are responsible for costs associated with thesis printing and binding for their personal use and the supervisor is responsible for costs associated with printing and binding his or her copy.

PART 8: GRADUATION

19. Applying for graduation

Requirements for conferral of the degree

To graduate, students must have done the following:

1. Passed all courses, as per program requirements for graduation with a minimum cumulative GPA of 3.00;
2. Passed the Master's Thesis proposal defence;
3. Passed the written and oral components of the Master's Thesis oral defence and completed all required changes to the Master's Thesis;
4. Submitted all documentation to the School of Graduate Studies and PDF copy of the Master's Thesis to the e-thesis system (see **After receiving final approval of the Master's Thesis on p. 24**).

NOTE: Students are responsible for ensuring all their degree requirements have been met.

Completing the Application for Graduation form

Students must apply for graduation by completing and submitting the online *Application for Graduation* form through the Bridge (www.ulethbridge.ca/bridge/uofl_grad_app.apply). The School of Graduate Studies will submit the students' names to Graduate Council for approval when all degree requirements have been met (see **Requirements for conferral of the degree on p. 26**).

NOTE: If the Master's Thesis oral defence has taken place in a term that the student has a designation of 'X' (Continuing) for the Master's Thesis course, the supervisor must sign and submit a *Grade Change* form. This will change the 'X' (Continuing) designation to a 'P' (Pass) grade for the student's Master's Thesis course for that term.

Graduation application deadlines:

- For Spring Convocation: **March 1**
- For Fall Convocation: **August 1**

20. Confirming the graduation

The Management Graduate Programs Committee recommends graduands⁴ to the Graduate Council for approval. The School of Graduate Studies forwards a list of approved graduands to the Office of the Registrar.

For complete details on graduation, and the Convocation ceremony, refer to Policies and Program Requirements in the Academic Regulations section of the *Graduate Studies Calendar* (www.ulethbridge.ca/ross/academic-calendar).

⁴ Candidates for a degree.

PART 9: IMPORTANT DEADLINES AND INFORMATION FOR STUDENTS AND SUPERVISORS

21. Student checklist and important deadlines/information

Fall term (September to December)

- Complete all required coursework as outlined by instructors
- Attend all scheduled Program workshops
- Attend posted scholarly presentations (i.e., Master's Thesis proposal defences and Master's Thesis oral defences)
- **December 1:** Student submits name of supervisor (with evidence of his/her agreement to serve as Supervisor) to the Management Graduate Programs Office in writing or by email

Spring term (January to April)

- Complete all required coursework, which includes Management 5300 - Major Seminar III (Series), as outlined by instructors
- Attend all scheduled research workshops
- Attend posted scholarly presentations (i.e., Master's Thesis proposal defences and Master's Thesis oral defences)
- Ideally, defend Thesis Proposal by the end of the Spring term

Summer term (May to August)

Thesis proposal defence

See **Thesis Proposal Defence on p. 11** for details

- When the student and Supervisory Committee agree the Master's Thesis proposal is ready to present and defend, the student contacts the Management Graduate Programs Office to arrange a room for the defence. The Master's Thesis proposal document must be submitted to the Management Graduate Programs Office one (1) week prior to the scheduled presentation – this document will be made available to interested faculty and staff prior to the Master's Thesis proposal defence.
- Students are permitted one (1) hour to defend the Master's Thesis proposal in a public presentation: 30 minutes to present the research proposal, and a 30 minute question/answer period.
- The Supervisory Committee will notify the student, in writing, with the results of the Master's Thesis proposal defence, and the student makes all required corrections. The student must successfully defend the Master's Thesis proposal to maintain registration in Management 6100 - Master's Thesis.
- In the event a student's first attempt to defend the Master's Thesis proposal is unsuccessful, the student will be placed on probation and must contact the Management Graduate Programs Office when ready to schedule another Master's Thesis proposal defence. If the second attempt is unsuccessful the student may be asked to withdraw from the program.

Master's Thesis oral defence

See **Master's Thesis oral defence on p. 19** for details.

- The student, in consultation with Supervisory Committee, submits the *Request for Final Thesis Examination* form at least **four (4) weeks prior to the anticipated Master's Thesis oral defence date**.
- Students must defend their thesis, and complete all required revisions including approval of the document by the Dean of School of Graduate Studies by the end of the current term they are registered in, or fees will be assessed for the next term.

- It is the **student's responsibility** to ensure the final thesis is editorially correct and follows the guidelines in this manual.

22. Student responsibilities for completion of requirements for Master's Thesis Module

1. The student must provide the name of his or her supervisor to the Management Graduate Programs Office no later than **December 1**. Obtaining the consent of a supervisor is a condition of completing Management 5200 - Major Seminar I (Series).
2. Students must meet and communicate with their supervisors on a regular basis. Students registered in Management 6100 - Master's Thesis are required to meet with their Supervisors at least once per term, and provide the Management Graduate Programs Office with a completed *Statement of Progress and Standing* form before the end of each term.
3. Students communicate timings and deadlines with the supervisor(s), Supervisory Committee members and the Management Graduate Programs Office. It is extremely important for all parties to be informed as students near completion.
4. Students defend their Master's Thesis proposals late in the Major Module early in the Master's Thesis Module, and must be successful to continue with their Master's Thesis work.
5. The student's Supervisory Committees submits a notification letter that indicates the student has successfully defended the Master's Thesis proposal and includes feedback and suggestions on further improvements for the Master's Thesis research to the student and to the Management Graduate Programs Office.
6. A student who is approaching submission of his or her completed Master's Thesis for defence must fill out the *Request for Final Thesis Examination* form in conjunction with the supervisor(s) and Supervisory Committee (regarding dates and time) and submit the form to the Management Graduate Programs Office for review and approval. It is important to consider issues of time changes and Thesis Examination Committee member availability when selecting the Master's Thesis exam date and time.
7. The *Request for Final Thesis Examination* form should be submitted **at least four (4) weeks prior** to the proposed date of defence.
8. The student submits a PDF copy of his or her completed Master's Thesis to the Management Graduate Programs Office. The Management Graduate Programs Office will forward the Master's Thesis to the Director of management graduate programs for review and approval. Once approved, the Management Graduate Programs Office sends the *Assessment of Readiness to Defend* forms to members of the Thesis Examination Committee and sends copies of the *Notice of Final Thesis Examination* to the student, members of the Thesis Examination Committee, and the Dean of the School of Graduate Studies.
9. A copy of the *Notice of Final Thesis Examination* will be posted outside the Faculty of Management Reception Office.

NOTE: A full-time student who does not defend and submit his or her final Master's Thesis by August 31 of his or her second year in the program is required to request a program extension and, if approved, is required to register for the next term and continuation fees will be assessed.

10. Students are required to be on campus for the Master's Thesis oral defence.
11. The Master's Thesis oral defence is a maximum of two (2) hours; students should arrive early and be prepared. Both the public presentation and the oral defence are open to other students, faculty members and other members of the community, unless a request from the External Examiner or a request for a closed Master's Thesis oral defence for extraordinary circumstances is approved by the Dean of the School of Graduate Studies. Students have a maximum of 20 minutes to make a public presentation followed by the oral defence questioning period. The public attendees are observers and may not ask questions during the oral examination.
12. After Thesis Examination Committee members have exhausted their questions, the student and the audience are asked to leave the room so that the Thesis Examination Committee can meet in private. The student must remain available during deliberations and will be called back into the room once the Thesis Examination Committee reaches a decision the written and oral components of the Master's Thesis oral defence.
13. Should the Thesis Examination Committee reach a decision that requires the scheduling of a second Master's Thesis oral defence, appropriate arrangements will be made at that time.

14. Assuming success in the oral component of the Master's Thesis oral defence, the student must make any corrections (however defined) to the satisfaction of the supervisor (or delegated authority), who then will approve the final Master's Thesis.

Four (4) week timeline for Master's Thesis review

Table 5: Timeline for scheduling the Master's Thesis oral defence

Responsibility	Activities	Time Required
Supervisor	1. Submission of <i>Request for Thesis Examination</i> form and the proposed External Examiner's curriculum vitae and completed <i>Conflict of Interest</i> form to the Management Graduate Programs Office.	At least four (4) weeks prior to the proposed scheduled defence.
Student or Supervisor	Submission of PDF copy of Master's Thesis to the Management Graduate Programs Office.	
Director of Management Graduate Programs	2. Approval of the members of the Thesis Examination Committee, the Chair, and the External Examiner (if applicable), and the details and proposed schedule of the Master's Thesis oral defence.	Less than one (1) week, normally
Management Graduate Programs Office	3. The <i>Notice of Final Thesis Examination</i> , examination materials explaining the Thesis review process and evaluation criteria, and the PDF copy of the Thesis are forwarded electronically to Thesis Examination Committee members, student and respective stakeholders.	Less than one (1) week, normally
Members of Thesis Examination Committee	4. Review and assessment of the Thesis.	Minimum of two (2) weeks prior to submission of <i>Readiness to Defend</i> form
Members of Thesis Examination Committee	5. Submission of completed <i>Readiness to Defend</i> form to the Management Graduate Programs Office.	At least one (1) week before the scheduled Thesis oral defence.

23. Supervisor responsibilities for Master's Thesis oral defences

1. Stay in communication with the Management Graduate Programs Office so that all stakeholders are aware of timings.
 2. Confirm the External Examiner for the Master's Thesis oral defence and ensure that the Management Graduate Programs Office has a copy of his or her curriculum vitae and completed *Conflict of Interest* form.
 3. Give the student approval to submit his or her Master's Thesis for oral examination to the Management Graduate Programs Office. The Management Graduate Programs Office will forward the approved Master's Thesis to members of the Thesis Examination Committee. These include:
 - a. The supervisor
 - b. Reader1
 - c. Reader2
 - d. An External Examiner
 - e. A Chair (Director of management graduate programs, or designate)
 4. Complete the *Request for Final Thesis Examination* form in conjunction with the student and the rest of the Thesis Examination Committee (regarding dates and times) and submit to the Management Graduate Programs Office. For conference/video calls, make sure issues of time changes and Thesis Examination Committee member availability have been considered. The *Request for Final Thesis Examination* form should be submitted at least four (4) weeks prior to the proposed date of Master's Thesis oral defence.
 5. Once the Thesis Examination Committee, the Chair, and the External Examiner (if applicable), and the details and proposed schedule of the Master's Thesis oral defence has been approved by the Director of management graduate programs, the Management Graduate Programs Office will send copies of the *Notice of Final Thesis Examination* to all members of the Thesis Examination Committee, the student, and the Dean of the School of Graduate Studies and a copy will be posted outside the Faculty of Management Reception Office.
 6. Thesis Examination Committee members (except the Chair) must assess the Master's Thesis and then complete the *Assessment of Readiness to Defend* form. This form is a recommendation on the student's readiness to defend his or her Master's Thesis.
 The Thesis Examination Committee members submit their completed *Assessment of Readiness to Defend* forms to the Management Graduate Programs Office at least 72 hours before the scheduled date of the Master's Thesis oral defence. The Examiners recommend one of these assessments on the form:
 - a. Advance to the Master's Thesis oral defence as scheduled
 - b. Not ready to proceed to the scheduled Master's Thesis oral defence: the Chair of the Thesis Examination Committee consults with the supervisor to decide whether the Master's Thesis oral defence should proceed as scheduled.
- NOTE:** Students have a right to defend their thesis, regardless of the assessment.
7. Thesis Examination Committee members are required to be present at the Master's Thesis oral defence (in person or via conference/video call), and to complete and submit the *Assessment of Readiness to Defend* form, at least 72 hours prior to the Master's Thesis oral defence.

The *Assessment of Readiness to Defend* form with student's PDF copy of the Master's Thesis will be sent out by the Management Graduate Programs Office once the *Request for Final Thesis Examination* form has been approved.

8. Master's Thesis oral defences will be conducted in a classroom with video-conference technology (if available). Any issues or concerns regarding scheduling of the Master's Thesis oral defence should be addressed to the Management Graduate Programs Office.
9. The Master's Thesis oral defence will be a maximum of two (2) hours. Both the public presentation and the oral defence are open to other students, faculty members, and to other members of the community. Under extraordinary circumstances, a request for a closed defence may be made by the student or a member of the Thesis Examination Committee to the Dean of the School of Graduate Studies. A request for a closed examination is normally made in conjunction with the request for the Master's Thesis oral defence. Students have 20 minutes to make a public presentation followed by the questioning period. The oral defence begins immediately after the public presentation period.

10. After the Master's Thesis oral defence, supervisors are responsible for approving all required Master's Thesis revisions as agreed to by members of the Thesis Examination Committee and as required by these policies and procedures.

APPENDICES

Appendix One: Sample Thesis Title Page

THESIS TITLE: ALL IN CAPS

STUDENT NAME

Undergraduate degree, University, year

A Thesis/Project

Submitted to the School of Graduate Studies
of the University of Lethbridge
in Partial Fulfilment of the
Requirements for the Degree

DEGREE NAME, ALL CAPS

Department Name

University of Lethbridge

LETHBRIDGE, ALBERTA, CANADA

© Student Name, Year

Appendix Two: Sample and Example Thesis Examination Committee Members Page

THESIS TITLE: ALL CAPS

STUDENT NAME: ALL CAPS

Date of Defence: MMMM DD, YYYY

(Typed Name)

(Typed Rank)

(Typed Highest Degree)

Thesis Supervisor's Name
Thesis Co-Supervisor's Name
Thesis Supervisor or Thesis Co-Supervisors

Thesis Examination Committee Member Name
Thesis Examination Committee Member

External Examiner's Name
External Examiner
Institution's Name
Location of Institution

Chair's Name
Chair, Thesis Examination Committee

PAT WILSON'S THESIS TITLE

PAT WILSON

Date of Defence: January 10, 2025

Dr. J. Black
Supervisor

Associate Professor

Ph.D.

Dr. A. White
Thesis Examination Committee Member

Associate Professor

Ph.D.

Dr. W. Grey
Thesis Examination Committee Member

Assistant Professor

Ph.D.

Dr. R. Blue
External Examiner
University of Calgary
Calgary, Alberta

Assistant Professor

Ph.D.

Dr. H. Green
Chair, Thesis Examination Committee

Professor

Ph.D.