



HELLENIC OPEN UNIVERSITY

SCHOOL OF SOCIAL SCIENCES

MASTER'S DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

**DISSERTATION HANDBOOK FOR
THE MASTER'S DEGREE PROGRAMME
IN BUSINESS ADMINISTRATION (MBA)**

Academic Year 2013-2014

Patras, 2013



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1. INTRODUCTION

A dissertation is a necessary requirement in the successful completion of a Master's degree in Business Administration. Writing a dissertation is one of the most creative challenges of this post-graduate Programme. It offers students the opportunity to prove that they have the ability to implement the knowledge they have acquired throughout their studies in Business Administration and to carry out in-depth research into a topic of their choice related to the aims of the Programme, under the guidance of a supervisor.

The purpose of a dissertation must be clear and provide answers to the following:

1. Why the chosen topic is important from an academic point of view?
2. Why the topic is of interest from a practical point of view?
3. What are the benefits to the academic as well as the business world?

The dissertations for the Master's Degree Programme in Business Administration (MBA) **must be written in English.**

2. PREPARING AND SUBMITTING A DISSERTATION PROPOSAL

2.1. Preparing a dissertation proposal

- Students first registered prior to the academic year 2013-4 who have already successfully completed at least two modules of the Programme and who are currently registered and enrolled in their final one or two modules, and
- Students first registered in the academic year 2013-4 who are currently registered and enrolled in three modules,

are eligible to submit a dissertation proposal, by completing the relevant electronic form (FORM A).

The dissertation proposal includes the following:

1. Title of the dissertation.
2. Brief description of the topic.



3. Explanation of the importance of the topic and a statement of the reason(s) for undertaking the specific research project.
4. Preliminary Table of Contents.
5. Description of the methodology.
6. The topic of the dissertation must be chosen so that it closely relates to one or more modules of the MBA Programme.

The dissertation counts as 20% of the degree in terms of work and marks. The financial obligations are the same as those of the normal modules.

2.2. Proposal submission - Important dates

A “preliminary” dissertation proposal (Form A) must be submitted using the relevant electronic form to the Registration Department for approval by the Academic Director by June 30th of the **previous** academic year to the one in which the dissertation is to be submitted (e.g. 30 June 2014 for a dissertation that will be submitted in February or May 2015).

Each student undertaking a dissertation is supervised by a qualified academic instructor, who is assigned by the Academic Director. The list of students and supervisors is available on HOU website by the 1st of September, before the dissertation commences. Subsequently, students with the assistance of their supervisors may improve the dissertation proposal and must submit the “final” dissertation proposal (Form B) electronically to the Registration Department by September 30th. Please note that Form B must bear the approval of the supervisor, which implies that they have approved the final form of the proposal. In addition, students must also pay the corresponding tuition fee by September 30th. Any delay in the tuition payment will result in a delay in the date the dissertation commences, without a subsequent extension of the submission deadline. A dissertation is assumed to commence on October 1st.

2.3. Topic Selection - Basic characteristics and assumptions

The research for the elaboration of the dissertation must have certain basic characteristics and must fulfil a number of prerequisites. A dissertation should have scientific originality (i.e. the possibility of leading either to a scientific publication in



an academic journal or to an announcement at a national or international Academic Conference) and/or contributing new knowledge to the topic examined. The dissertation content must create the ability to positively affect future research within that particular research area and may enrich the knowledge of the author to enable the attainment of professional goals.

The dissertation topic must be accomplishable and precise. Students should select topics that allow them to make maximum use of their knowledge and analytical skills. The choice of topic may arise either from ideas inspired from discussions during group meetings or from their own interests. The dissertation is an academic endeavour and therefore it may not be too general or simply a skills' exercise. A dissertation that combines academic rigor with practical application(s) is the ideal case.

Students should be aware that a dissertation topic usually combines four interacting factors, namely the **research area**, the **business sector** in which the dissertation is positioned, the **dissertation classification** and the most common **methodology/tools** employed (see Figures 1 and 2).

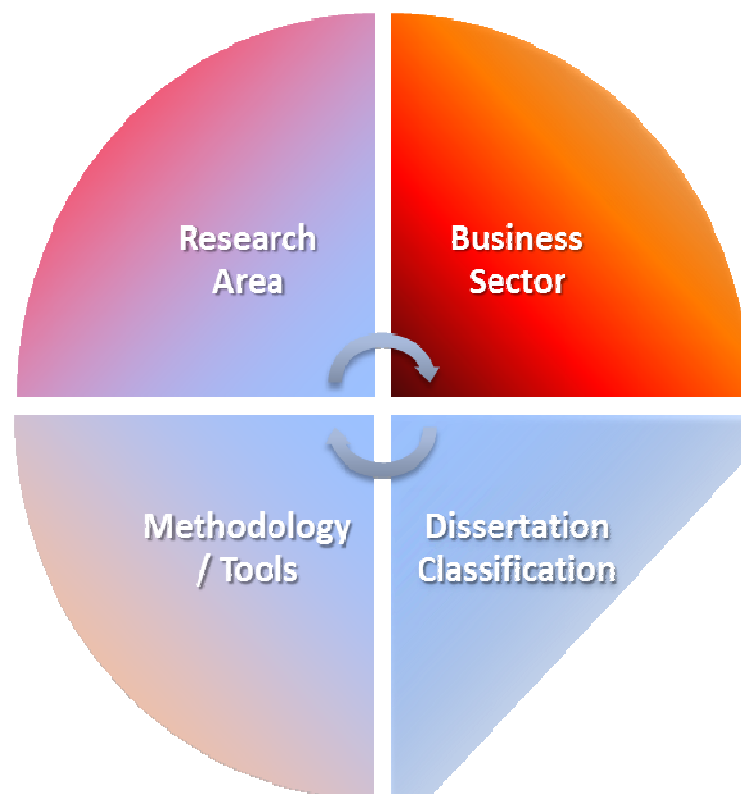


Figure 1: The four interacting factors combined in a dissertation topic

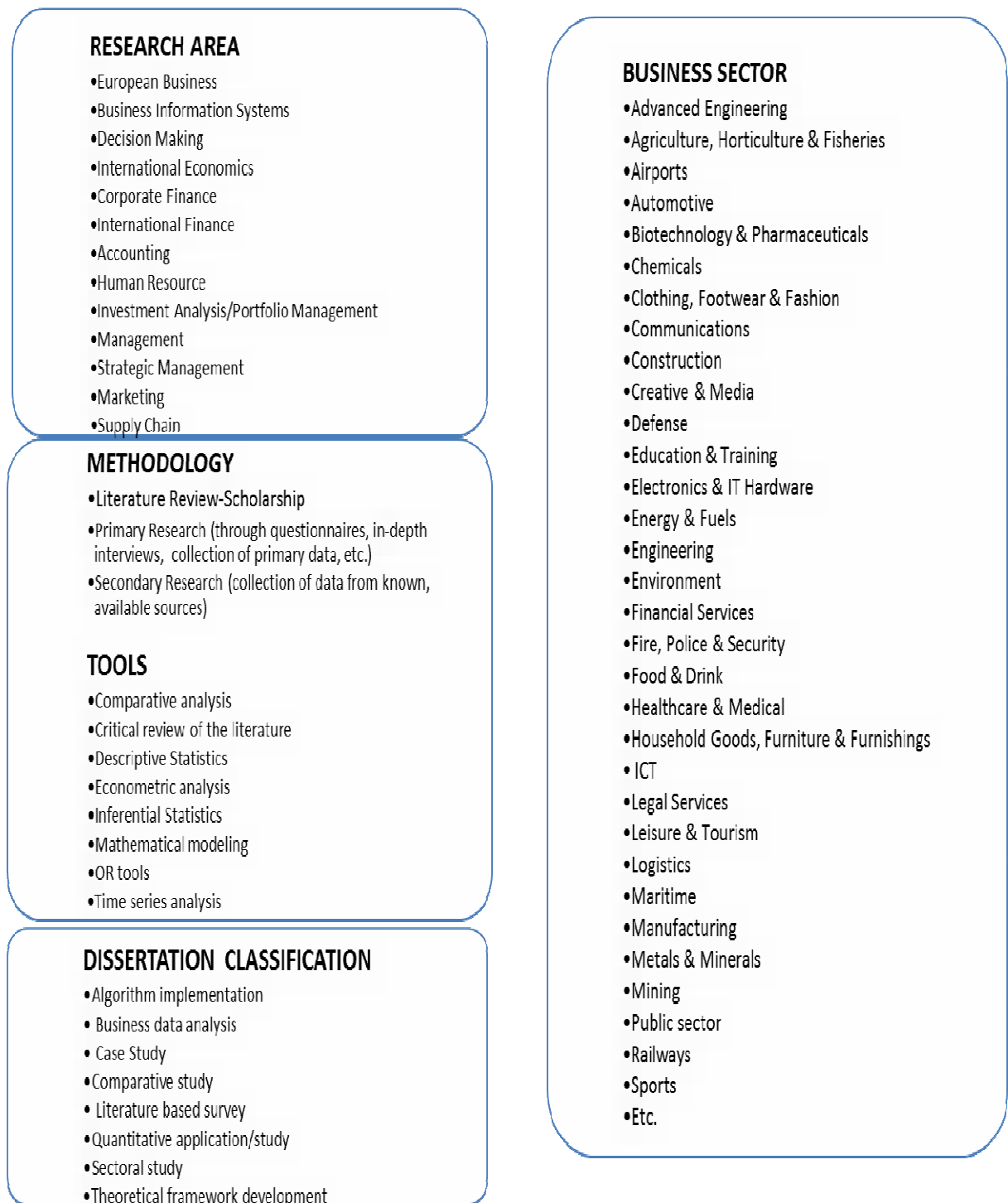


Figure 2: Decomposition of the four interacting factors

2.4.1. Research area

An area of research that interests the student must be selected. The definition of a research problem guides the scientific process and the foundation of any research method and experimental design, from a realistic experiment to a case study.



2.4.2. Business sector

All dissertations should deal with an issue of an economy's subset, as presented in Figure 2.

2.4.3. Dissertation classification

- **Algorithm implementation:** Is a step-by-step procedure for calculations. More precisely, it is an effective method expressed as a finite list of well-defined instructions for calculating and solving a specific problem. Algorithms are used for dealing with calculation, data processing and automated reasoning.
- **Business data analysis:** Focuses on a particular business issue and then interprets data gathered to suggest implementation of solutions. Again a number of tools can be used such as statistics, mathematics, computing etc.
- **Case study:** A case study uses a specific example to illustrate a theoretical approach, a general trend or a variety of management problems. It can refer to general problems and trends as well as to specific ones.
- **Comparative study:** Comparative analysis can clarify the behaviour or distinguishing characteristics of some phenomenon. It can be applied in a variety of contexts (e.g. comparing models or methods or trends at a national or corporate level etc.)
- **Literature-based survey:** This is likely to be the methodology of selection and discussion of theoretical material and descriptive material, in context, and detailed comparison of theories in terms of their applicability. The focus is not on discovering something but on reaching a judgment about the value of key concepts or theories.
- **The Quantitative application/study:** The quantitative approach is also known as the traditional, positivist, empiricist approach to research. Quantitative studies are typically experiments that test a theory composed of "variables" (constructs or phenomena), measured with numbers, and analysed using statistical procedures. They take the perspective that events can be understood in terms of cause and effect.
- **Sectoral study:** A review and assessment of the current condition and future prospects of a given sector of the economy. It may include a statistical analysis



of the size, demographic, pricing, competition and other economic dimensions of a sector of the economy. The analysis can be conducted by industry or by customer designation.

- ***Theoretical framework development:*** The theoretical framework is not something that is found readily available in literature. Theoretical frameworks are a type of intermediate theory that attempt to connect all aspects of inquiry (e.g. problem definition, purpose, literature review, analysis etc.). A theoretical framework can act like a map that gives coherence to empirical inquiry.

2.4.4. Methodology/Tools:

Typically a dissertation will employ data. Data should be validated and should originate from primary or secondary sources. Primary data comes mainly from questionnaires, interviews etc. Secondary data is usually sourced from books, articles, published reports and electronic databases. The supervisor may assist the student regarding the type of data or information that is most suitable to the dissertation topic. The supervisor is also able to advise the student on appropriate methods, practices or tools for data collection. The methodology must be based on generally accepted principles that can be easily and precisely assessed.

Typically the tools that may be utilised in a dissertation are one or more of the following:

- ***Comparative analysis:*** The item-by-item comparison of two or more comparable alternatives, processes, products, qualifications, sets of data, systems, etc.
- ***Critical review of the literature:*** A critical and in-depth evaluation of previous research. It is a summary and synopsis of a particular area of research.
- ***Descriptive Statistics:*** The discipline of quantitatively describing the main features of a collection of data.
- ***Econometric analysis:*** the application of mathematics and statistical methods to economic data.
- ***Inferential Statistics:*** Provide ways of testing the reliability of the findings of a study and "inferring" characteristics from a small group (sample) onto much larger groups (the population).



- *Mathematical modelling*: The process of developing a mathematical model, i.e. a description of a system using mathematical concepts and language.
- *Operational Research/Management Science (OR/MS) tools*: Mathematical programming, heuristic algorithms, Monte Carlo simulation, discrete event simulation, decision trees, Bayesian decision making, analytic hierarchy process, etc.
- *Time series analysis*: Time series analysis accounts for the fact that data points taken over time may have an internal structure (such as autocorrelation, trend or seasonal variation) that should be accounted for.

3. IMPLEMENTATION AND COMPLETION OF THE DISSERTATION

3.1. General Considerations

Dissertations are expected to be of high scholarly competence and of the highest academic standards. Hence, upon its completion the dissertation must convey the message of the research succinctly and clearly. Attention must be paid to the structure, syntax and grammar of the dissertation. Poor syntax, poor grammar, spelling and syntax errors, lack of structure, or inaccuracies in the tools, data or references are important dissertation flaws and may lead to major revisions or even rejection of the dissertation. The content and arguments must flow logically and consistently throughout the dissertation and must be relevant to the topic. The use of tabulations and illustrations such as figures and tables is encouraged, as visual means that support and reinforce the linguistic arguments.

A dissertation should be solely the outcome of work carried out by the student. Student collaboration in the context of preparing a dissertation is not allowed.

3.2. Document and formatting conventions

Dissertations should be prepared according to the specifications outlined in <http://study.eap.gr>. Additional considerations are presented in the sequel:



- The length of a dissertation should be between 12,000 and 15,000 words. These word limits do not include appendices, the glossary which gives explanations of the abbreviations used, symbols and technical terms (if included) and the references.
- Pages must be numbered consecutively. Page numbers should appear at the bottom right side of the page. The page numbering may commence at the title page or different numbering may be used between the front matter and main content of the dissertation (e.g. Latin numbering for the front matter and Arabic numerals in the main content). In any case, the page numbering for the main content must always be in Arabic numerals.
- Tables and figures should be numbered consecutively within each chapter (chapter number first; e.g. Table 2.1 and Figure 2.1 are the first Table and the first Figure in Chapter 2, respectively).
- Mathematical equations must be written clearly and numbered in parentheses. They should be numbered consecutively within each chapter (chapter number first; e.g. (3.1) is the first equation presented in Chapter 3).
- Tables and figures must be titled and explicitly commented and referred to in the text.
- Sources to original or derived tables and figures from other authors must always be cited [e.g. Source: Boddy, 2008 (p.227, Table 7.2)].
- Appendices should be explicitly cited in the text (e.g. “..., which is presented analytically on Appendix B.”).
- If the topic of the dissertation is law-related, there must be the necessary documentation, corresponding to the academic legal texts (publications, articles etc.).

3.3. Structure of the dissertation

An illustrative outline of a typical dissertation structure is presented below:

Front Matter

- Cover Page (*In English*)
- Title Page (*in Greek*)



- Table of Contents
- List of Tables (*if applicable*)
- List of Figures (*if applicable*)
- Summary (in Greek) [≤ 300 words]
- Summary (in English) [≤ 300 words]
- Acknowledgments (*optional*)

Main part – (i.e. Chapters)

- Introduction (Chapter 1)
- *Chapters* (Numbered consecutively from 2 to X-1)
- Conclusions (Chapter X)

Back Matter

- References
- Glossary (*optional*)
- Appendices (*optional*)

3.3.1. Front Matter

The *Cover and Title Pages* of the dissertation should follow the HOU template which can be found at <http://study.eap.gr>. It includes the title of the dissertation, the study programme, the name of the student, the name of the supervisor, and the academic year and month.

The *Table of Contents* (ToC) must accurately convey the structure of the dissertation and page numbering (see Figure 3 for an example). For the purposes of clarity and brevity, it is recommended that the ToC is up to three hierarchical levels.



Table of Contents	
ΠΕΡΙΛΗΨΗ	#
SUMMARY	#
ACKNOWLEDGEMENTS	#
Chapter 1 – Introduction	#
Chapter 2 – Chapter Title.....	#
2.1 Section Title	#
2.1.1 Subsection Title	#
Chapter X-1 – Chapter Title.....	#
X-1.1 Section Title	#
X-1.1.1 Subsection Title	#
Chapter X – Conclusions	#
References	#
Glossary	#
Appendixes.....	#
Appendix I.....	#
Appendix II	#

Figure 3: Table of Contents example

The *List of Tables* should list, with pages numbers, all Tables, including those that appear in appendices, in the order in which they occur in the text (see Figure 4 for an example).

List of Tables	
Table 1.1: Caption 1.1.....	#
Table 1.a: Caption 1.a	#
Table 2.1: Caption 2.1	#
Table 2.b: Caption 2.b.....	#
Table X.1: Caption X.1	#
Table X.x: Caption X.x.....	#
Table A.I.1: Caption A.I.1	#
Table A.I.z: Caption A.I.z.....	#

Figure 4: List of Tables example

The *List of Figures* should list, with pages numbers, all Figures, including those that appear in appendices, in the order in which they occur in the text (see Figure 5 for an example).



List of Figures	
Figure 1.1: Caption 1.1	#
Figure 1.a: Caption 1.a	#
Figure 2.1: Caption 2.1	#
Figure 2.b: Caption 2.b	#
Figure X.1: Caption X.1	#
Figure X.x: Caption X.x	#
Figure A.I.1: Caption A.I.1	#
Figure A.I.z: Caption A.I.z	#

Figure 5: List of Figures example

The *Summary*, in Greek and in English, should be informative of the purpose, the methods used and of the main conclusions of the work.

Acknowledgements are for the student to optionally express gratitude to all those providing support in and/or playing a pivotal role in the dissertation.

3.3.2. Main Part - Chapters

The main part of the dissertation should be divided into chapters. Typically the first chapter will be the Introduction, followed by a number of chapters and ending with the final chapter which is the Conclusion(s).

The introductory chapter contains a description of the topic being investigated and a brief outline of the remainder of the dissertation. An illustrative structure for the introductory chapter is as follows:

- Define the ‘problem’ the dissertation deals with or the topic of interest (1 paragraph).
- Describe the purpose of the dissertation in relation to the ‘problem’ (1 paragraph).
- Describe the general methodology and the approach to the dissertation (2 paragraphs).
- Discuss the status of this work (i.e. the most fundamental, the most important, the most interesting conclusion of this work) (1 paragraph).
- Outline the main limitations of the dissertation (in methodology, data and theory) (1 paragraph).



- Present an outline of the remainder of the dissertation chapters (maximum 1 paragraph per chapter).

Overall the Introduction should not be longer than 2–3 pages.

The remaining chapters should cover the following aspects of the dissertation:

Literature Review and International Experience

This part contains the literature review, or the equivalent overview of previous work relevant to the topic of the dissertation. For example, the relevant theory, international literature, results of previous research, comparisons, criticism, alternative approaches by other researchers etc. The review of the relevant work should be structured so that the reader is able to comprehend the scope of the topic under consideration, and its importance to the scientific or other communities.

In summarising their literature review and presenting their topic, students are encouraged to use tabulations or descriptive statistics in order to present the topic and any previous relevant work.

In preparing this part, students must take into account the following:

- Consider the essence of the problem that the dissertation deals with.
- Use only the relevant references, theory, sources and methodology. Use only established, verifiable and well documented theories, practical aspects, models, etc. from other parties.
- Avoid presenting trivial information related to the topic, i.e. information that can be easily found, or is easily implied, or is well known.
- Use theoretical or practical examples as a means to illustrate different concepts or to strengthen arguments.
- Avoid repetition.
- Develop ideas coherently and consistently. For instance, make forward references to the chapters and subchapters following this chapter.



Methodology

This part includes the method(s), patterns, methodology etc. through which the dissertation has been carried out and completed. Avoid reporting patterns which are not useful to the dissertation or the experimental application, if there is one.

If a statistical analysis is used, it may refer to the results of practical approaches and may include: hypothesis testing, variance analysis, correlation and regression, non-parametric testing, time series analysis etc.

In this part a number of issues must be taken into account:

- A brief reference to the method used along with the type of data collected, and the way in which data was collected and manipulated.
- The set of data (where and how it was found, source of acquired data, type of data, covered time interval, weakness of data, as well as if this data was used in previous research projects, possibly in other countries, cases and/or time periods).
- The software that was used (keep in mind that it is forbidden to use software without a license).
- The results of this implementation (charts or any other form of presentation considered necessary). The results must be commented on at different levels:
 - a) using statistics/econometrics,
 - b) financial analysis,
 - c) comparisons of other researchers' results.
- The presentation and commentary must directly associated to the problem in question, as well as the discussion and comparison with other studies. The empirical analysis, presentation, discussion of results etc. must also correspond to the conclusions.

The last chapter includes the **conclusions** where the whole work is summarised putting emphasis on the results that the student has reached and the proposals the student makes for further research. This section includes the most important results and conclusions regarding this piece of research. In the last 2 – 3 lines it is suggested that the student mentions a possible continuation of this work (“future research”): what else could be done as far as methodology and theory are concerned, what would



be a future extension of the research work, data collection and elaboration, practical implications etc.

3.3.3. Back Matter

After the conclusion, **references** used in the main body of the dissertation are listed. Following the references, list the student may include a glossary. One or more glossaries may be used, for example to explain or annotate special terms or references. If there are **appendices**, they must be placed at the end of the text, numbered sequentially and their titles must be referred in the Table of Contents.

3.4. References and citation

References are recorded in English and should follow the Harvard Referencing System. Sources written in languages other than English should be translated into English and students should indicate the language in which this reference is originally written in parentheses.

References should be listed in alphabetical order starting with the surname of the (first) author or the (first) editor, or with the name of the corporate author (e.g. European Commission) or periodical if there is no individual author or editor. Several publications by an identical author (or group of authors) should be ordered by ascending year of publication. If the years of publication are also the same, differentiate entries by adding small letters ("a", "b", etc.) after the years (e.g. 2011a). The phrase "*et al.*" is used when citing a reference of three or more authors.

The way the references should be written is presented below:

For articles published in academic journals/periodicals:

- **Liu, D., Mitchell, T.R., Lee, T.W., Holtom, B.C. and Hinkin, T.R., 2012.**
When Employees Are Out of Step with Coworkers: How Job Satisfaction Trajectory and Dispersion Influence Individual- and Unit-Level Voluntary Turnover. *Academy of Management Journal*, 55(6): 1360-1380.
Citation: ...(Liu *et al.*, 2012) **or** According to Liu *et al.* (2012)...



- **Tsortanidis, C., 2011.** Production management during periods of economic crisis (in Greek). *Plant Management*, 213: 34-37.
Citation: ...(Tsortanidis, 2011) **or** According to Tsortanidis (2011)...
- **Vachon, S. and Klassen, R.D., 2006a.** Extending green practices across the supply chain: The impact of upstream and downstream integration. *International Journal of Operations & Production Management*, 26(7): 795-821.
Citation: ...(Vachon and Klassen, 2006a) **or** According to Vachon and Klassen (2006a)...
- **Vachon, S. and Klassen, R.D., 2006b.** Green project partnership in the supply chain: the case of the package printing industry. *Journal of Cleaner Production*, 14(6-7): 661-671.
Citation: ...(Vachon and Klassen, 2006b) **or** According to Vachon and Klassen (2006b)...

For books:

- **Brealey, R. and Myers, S., 2003.** *Principles of Corporate Finance* (7th ed.). New York: McGraw-Hill.
Citation: ...(Brealey and Myers, 2003) **or** According to Brealey and Myers (2003)...
- **Schlicht, J., 2012.** *Cost-Benefit Analysis of Vocational Training* (in German). Berlin: Springer.
Citation: ...(Schlicht, 2012) **or** According to Schlicht (2012)...

For book chapters (in edited volumes):

- **Decker, S. and Sale, C., 2010.** An Analysis of Corporate Social Responsibility, Trust and Reputation in the Banking Profession. In Idowu, S.O and Leal Filho, W. (Eds.), *Professionals' Perspectives of Corporate Social Responsibility*: 135-156, Berlin: Springer.
Citation: ...(Decker and Sale, 2010) **or** According to Decker and Sale (2010)...
- **Kollias, C., Manolas, G. and Paleologou, S.-M., 2005.** The Greek Economy: Comparative Position and Evolution of Basic Figures. In Kollias, C., Naxakis, H.



and Chletsos, M. (Eds.), *Contemporary Approaches of the Greek Economy* (in Greek): 67-100, Athens: Patakis Publications.

Citation: ...(Kollias *et al.*, 2005) **or** According to Kollias *et al.* (2005)...

For papers in conference proceedings:

- **Moussiopoulos, N., Koroneos, C., Achilles, H., Bouzakis, K.-D., Michailidis, N., Iakovou, E., Xanthopoulos, A. and Chatzipanagioti, M., 2006.** Decision-Making on the Alternatives for the End-of-Life Management of Electrical and Electronic Equipment. In proceedings of the *6th International Symposium Going Green CARE INNOVATION 2006*, November 13-16, 2006, Vienna, Austria.

Citation: ...(Moussiopoulos *et al.*, 2006) **or** According to Moussiopoulos *et al.* (2006)...

For Master/PhD Theses:

- **Torabkhani, A., 2008.** *A Monte Carlo Factorial Design Approach for Assessing Environmentally Responsible Manufacturing Cost-Benefit Tradeoffs*. Master Thesis, Northeastern University, Department of Mechanical and Industrial Engineering, Boston, Massachusetts, USA.

Citation: ...(Torabkhani, 2008) **or** According to Torabkhani (2008)...

- **Dong, Q., 2011.** *Research on MNCs' Supply Chain Implementation in China. Contents, problems and Recommendations*. PhD Thesis, Université de Grenoble, Grenoble, France.

Citation: ...(Dong, 2011) **or** According to Dong (2011)...

When the information is publicly available on the web:

- **Capital.gr, 2012.** Basic Fundamentals of the Public Power Corporation in accordance with the IFRS (in Greek). Available at:

<http://www.capital.gr/fundamentals/balance.asp?stck=%C4%C5%C7> (date of last access 15 July 2012).

Citation: ...(Capital.gr, 2012) **or** According to Capital.gr (2012)...

- **European Commission, 2012.** Year at a glance - PROGRESS in 2011. Available at:



<http://ec.europa.eu/social/BlobServlet?docId=7854&langId=en> (date of last access 4 September 2012).

Citation: ...(European Commission, 2012) **or** According to the European Commission (2012)...

- **Organisation for Economic Co-operation and Development (OECD), 2011.** Guidelines for Multinational Enterprises, 2011 Edition. Available at:

<http://www.oecd.org/daf/internationalinvestment/guidelinesformultinationalenterprises/48004323.pdf> (date of last access 28 August 2012).

Citation: ...(OECD, 2012) **or** According to OECD's Guidelines (2012)...

- **Wikipedia, 2012.** Leadership. Available at:

<http://en.wikipedia.org/wiki/Leadership> (date of last access 25 August 2012).

Citation: ...(Wikipedia, 2012) **or** According to Wikipedia (2012)...

3.5. The role of the Supervisor and Second Examiner

The role of the supervisor is to help and guide the student in choosing the right topic and also to provide guidance and advice during the writing of the dissertation. He/she should comment, correct or improve regularly the text of the dissertation submitted by the student, guide him/her and provide advice regarding the elaboration of the dissertation. The role of the second examiner is to comment on the structure of the final dissertation and to suggest improvements.

The supervisor and the second examiner are both responsible for impartially grading the dissertation once the presentation and examination process is successfully completed.

3.6. Dissertation assessment procedure and completion

A dissertation may be completed in no less than 5 months and in no more than 8 months. In exceptional circumstances the Academic Director, after discussing with the supervisor, may allow for an extension in the dissertation submission deadlines. The typical starting date of the dissertation is the 1st of October and its completion, including all administrative matters, re-assessment, etc. should take place within 12 months from the starting date. The timetable presented in Table 1 applies.



Examination period	Due dates			
	<i>Submission of final draft</i>	<i>Comments from the supervisor</i>	<i>Submission of dissertation for oral presentation</i>	<i>Evaluation</i>
1 st (May)	28/2	15/3	31/3	15/4
2 nd (September)	31/5	15/6	30/6	15/7

Table 1: Dissertation assessment - Important dates

Students submit their dissertations as **doc, docx or rtf files** on <http://study.eap.gr> and supervisors use this service to upload their comments.

In the case that the dissertation is considered to be of MBA standard, the examination can be scheduled for the first examination period during May of each academic year. Otherwise or if the student does not submit during the first examination period, he/she has the chance to (re)submit during the second examination period (and to make improvements according to the committee's comments, if applicable). An evaluation follows and if positive, the examination is then scheduled for September. In the case that the evaluation is unsuccessful (or any of the oral exams are failed) the student must repeat the procedure the following academic year (as long as right for deferment is not used). The same topic may be used or if preferred a new one may be chosen. In this case, the student must pay the fees for his/her participation again. A second year negative evaluation of the dissertation results in dismissal from the Programme.

The committee consists of at least a) the supervisor who is a member of the Teaching and Research Staff (Faculty Member) or Associate Teaching Staff of the HOU, b) an additional member (who must be a Faculty Member of the HOU or a Faculty Member of another University, though in special cases he/she can be only a member of the Associate Teaching Staff) of related specialty to the topic under judgment. The committee has the right to include in the oral presentation other members of Adjunct Teaching Staff or special scientists as outsider experts who can only express their opinion. In case the Academic Director believes that is necessary to take an active part himself/herself in the evaluation process he/she has the right to do so as a third examiner.



3.7. Dissertation Presentation

The dissertation is submitted in two hard copies for evaluation. The presentation is divided in two parts and ranges between 10 and 15 minutes. The length and depth of the examination is proportional to the type of the work made, which means that the presentation might have duration of more than 15 minutes. In the first part, the candidate presents his/her work to the committee where it is expected that his/her work be supported by audio-visual and reading material. In case the Academic Director considers that it is necessary to take a part in the oral examination, he/she may do so. The second part of the procedure consists of questions that the members of the committee make and must be answered satisfactorily.

After the oral presentation the members of the committee may ask a student to make some corrections or amendments. If so, the student must submit the final version of the dissertation to all members of the committee within 15 days. The final grade of the dissertation is the average grade of all examiners. The supervisor forwards the evaluation form to the Registration Department with the final grade and the signatures of the members of the committee.

3.8. Submission of the dissertation the library of the HOU

The final version of the dissertation is submitted to the library of the HOU in electronic format, according to the specifications outlined in <http://study.eap.gr>. All electronic copies belong to the HOU, which reserves the right to use them and reproduce copies for teaching and research purposes.

3.9. Final check of the dissertation

When the writing of the dissertation is complete, it is important to check it against mistakes or omissions. An illustrative checklist is the following:

- 1) Is the topic of the dissertation well described with a clear and concise manner for the reader?
- 2) Is the purpose of the dissertation accurately communicated to the reader?
- 3) Are there coherent connections among the different chapters and sub-chapters?



- 4) Is the method or methodology or the model that was used based on the theory suitable for solving the problem that the dissertation deals with? Are there any points that are not substantiated?
- 5) Are the conclusions carefully thought out and presented or do they seem pedantic?
- 6) Do the conclusions and the research findings (if there is any research study) correspond to the purpose of this work?
- 7) Is the dissertation well-written?
- 8) Is the dissertation properly formatted using all appropriate document conventions (e.g. font sizes, numbering, etc.)
- 9) Are the figures, diagrams and charts reported and commented in the text? Are there relative sources, whenever are needed?
- 10) Have you acknowledged the work of others by using proper citation and referencing in your dissertation?
- 11) Are the references relevant to the content of the dissertation? Are they written according to the examples given in this handbook?