

Final master's thesis

Master's degree in: Supply Chain Management

Subject: Final master's thesis

Credits: 12 ECTS

Program: Master in Supply Chain Management

Modality: On-campus Full-Time / Hybrid-Learning

Semester: Second

Type: Mandatory

Language of instruction: English

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1. Presentation

1.1. Description

The Master's thesis will consist of developing a supply chain management project, linking the knowledge acquired with innovative current proposals, and evaluating their feasibility for real implementation.

Furthermore, different project management situations will be proposed, which may include scenarios such as: the project being part of a portfolio or program of projects within an already operational company, being an independent strategic project either inside or outside the company, or being a public or private promotion project..

1.2. Objectives

During the master's program, students will be constantly motivated to work as a team and now more than ever during the master's Thesis. Working together for the duration of the program, the group faces the challenges of real teamwork, trying to blend their talents and personalities into an effective unit. A master's thesis is also an academic project challenge and will be, in any case, the most important activity of the program, and it has a greater scope.

The main objective of the master's thesis is to apply the knowledge acquired throughout the program and to have the ability to solve problems in new or little-known environments within larger (or multidisciplinary) contexts related to his area of study. Likewise, the student must be able to integrate knowledge and face the complexity of making judgments from information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to applying their knowledge and judgments.

It is expected that the student, through the master's Thesis, can communicate their conclusions -and the ultimate knowledge and reasons that support them- to specialized and non-specialist audiences in an unambiguous way. In short, the final work of the master is the realization of an original and unique group project, capstone, or study, under the supervision of a director, in which the knowledge acquired during the master's studies is applied and integrated. The final work of the master will conclude with the presentation of the report of the work carried out in public defense before a court appointed for this purpose.

1.3. Groups

The regulation of the master's final thesis establishes that this will be carried out in teams of three students.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

- RAT 1 The graduate will be able to describe correctly complex supply chains and their adaptation to the organization's needs for permanent change.
- RAT 2 The graduate will be able to assertively identify developments in information technology applied to supply chain management.
- RAT 3 The graduate will be able to describe correctly a schedule and cost contingency scenario based on the results of a quantitative risk analysis in the development of the supply chain business.
- RAT 4 The graduate will be able to review adequately the strategy for its suitability to each type of industrial supply chain.
- RAT 5 The graduate will be able to demonstrate his/her decision-making skills through an improved ability to detect alternatives and opportunities, analyze them and solve problems with the appropriate methodology.
- RAT 6 The graduate will be able to make a correct comparison of the logistics management strategy at national level with the different international business environments.

2.2. Skills

- RAT 7 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 8 The graduate will be able to apply digital technologies (at the right time) in their field of expertise.
- RAT 9 The graduate will be able to develop a basic risk management process, following a qualitative analysis of the main risks faced by the project in order to establish strategies and measures to respond to them
- RAT 10 The graduate will know how to apply the knowledge acquired in new or unfamiliar environments, as well as in multidisciplinary contexts related to the supply chain area by means of the resolution of practical cases

- RAT 11 The graduate will be able to apply in an efficient way the keys of e-Commerce to the area of operations and logistics in a multi-channel environment
- RAT 12 The graduate will be able to adequately coordinate individual and team efforts and skills for the correct development and fulfilment of operational objectives
- RAT 13 The graduate will be able to recruit a human resources team in the projects under their responsibility, adequate to the expected results projection
- RAT 14 The graduate will be able to develop the strategic vision necessary to visualize the supply chain and the different factors that interact in it.
- RAT 15 The graduate will be able to assertively interpret the complementary concepts of planning and execution in a practical and efficient manner
- RAT 16 The graduate will be able to assess the appropriateness of negotiations with customers and suppliers in the business environment

2.3. Competences

- RAT 17 The graduate will be able to come up with innovative, creative and entrepreneurial solutions in professional situations
- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 The graduate will be able to correctly design new supply chain projects that meet business objectives.
- RAT 21 The graduate will be able to restructure in an efficient way the teams of the company's functional departments involved in the supply chain
- RAT 22 The graduate will be able to adequately integrate the innovation elements in the supply chain management of a company or organization.
- RAT 23 The graduate will be able to correctly assess conflict and/or crisis situations in the supply chain management of the company or organization through problem-solving based learning
- RAT 24 The graduate will be able to create in an effective way business models on the basis of the company's supply channel global strategy
- RAT 25 The graduate will be able to evaluate the business risks for their correct use in the development of action plans related to the supply chain.

3. Subject's learning outcomes

The subject-related learning outcomes for this course are the following:

- RAM 1 The graduate will be able to develop original ideas precisely in the context of research.
- RAM 2 The graduate will be able to correctly apply their problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to a specific project in the supply chain field
- RAM 3 The graduate will be able to adequately prepare project plans related to the implementation or improvement of a company's supply chain.
- RAM 4 The graduate will be able to precisely define the necessary processes in supply chain management, understanding the lifecycle of these processes and their activities.
- RAM 5 The graduate will know how to properly compare best practices in supply chain management, with regard to scope, time, cost, resources, procurement, communications, stakeholders, and risks.
- RAM 6 The graduate will be able to correctly plan a project for the implementation of new technologies in a company's supply chain.
- RAM 7 The graduate will be able to correctly identify the key success factors of a project for the implementation of new technologies in a company's supply chain.
- RAM 8 The graduate will be able to successfully conduct research that improves aspects of a company's supply chain management that are susceptible to such improvements.

4. Formal attributes

4.1. Written document

The master's thesis will consist of the preparation of a Word document in PDF format. The delivery of the final document will be done in open format to be able to make the last revision by the tutor, and once the corrections are made you should also upload a copy in PDF through the Virtual Classroom.

The deadline for submitting both documents is indicated in the course calendar. If on that date the document accrediting the master's thesis is not uploaded, students will not have the final grade

4.2. Oral presentation

The presentation will be made in a PowerPoint or similar format that helps explain the project.

The defense of the TFM must be carried out in a public session through the presentation and oral defense of its content before an evaluation committee that, at least, must be made up of two professors who preferably teach in the Master's Degree or in the Center, and who have a university degree related to the field of TFM. In order to pass the TFM it will be necessary for the student to obtain a minimum of 5 out of 10 in the grade derived from the presentation and oral defense of the work.

Although the work is group work, its defense is individual and separate. Each student has ten minutes to make their presentation. The visual support must be different for each member of the group. Once the presentation has been made, the panel will ask the questions it deems appropriate to each student for at least 5 minutes. After the court's deliberation, the student individually enters the classroom again and is informed whether or not he or she has passed the master's thesis.

5. Recommended structure

5.1. Written document

The TFM must be identified with the following information:

- Title of work or project
- Author/authors (participants)
- Program and group
- Year of completion
- Universitat de Lleida – EAE Business School

This identification shall be reflected in the following:

- Cover page
- First page, after the cover and before the index
- In addition, the title will be included as a header or footer in ordinary text sheets.

Proposal for the page design:

- Font and size:
 - o Document management: Georgia 11, Normal.
 - o Titles: Georgia 15, Bold.
 - o Subtitles: Georgia 12, bold.
 - o Footer: Georgia 10, Normal
- Margins and spaces:
 - o Left: De 3 a 4 cm.
 - o Right: De 2 a 3 cm.
 - o Upper: De 2,5 a 3 cm.

- o Lower: De 2,5 a 3 cm.
- o Spacing: 1,5 spaces.
- o Space between paragraphs: 2 spaces.
- o Alignment: Aligned.
- o Page number: Bottom right.

5.2. Oral Presentation

The use of PowerPoint presentations is recommended, and Prezi is discouraged. The presentation used in the defense shall, as a minimum, contain:

- o Introduction.
- o Objectives and strategies.
- o Main results.
- o Main conclusions

5.3. Tentative index

Although the index is indicative and is at the discretion of the group that structure to use, all works must include the following sections or justify previously with the tutor, not including them. The tentative index is as follows:

1. Introduction
2. Executive summary
3. The business opportunity
4. Entrepreneurial team
5. Analysis of the environment
 - 5.1. Business sector analysis
 - 5.2. Analysis of the macro environment
6. Market analysis
 - 6.1. Completion analysis and competitive strategy
 - 6.2. Analysis of the target audience
 - 6.3. Analysis of suppliers
 - 6.4. Business philosophy and objectives
7. Commercial and marketing plan
 - 7.1. SWOT analysis
 - 7.2. CANVAS analysis
 - 7.3. PORTER analysis
 - 7.4. Market research
 - 7.5. Strategic marketing

- 7.6. Operational Marketing
- 8. Operational plan
 - 8.1. Products and/or services
 - 8.2. Manufacturing processes and/or delivery
 - 8.3. Agreement and alliances
 - 8.4. Management of suppliers
- 9. Human resource plan and legal structure
 - 9.1. Legal structure
 - 9.2. Human resource plan
- 11. Sustainability plan and gender perspective
- 11. Financial Plan
 - 11.1. Investment plan
 - 11.2. Financing plan
 - 11.3. Forecasted financial statements
 - 11.4. Investment decision
- 12. Contingency plan
- 13. Strategies of growth
- 14. Conclusions
- 15. Bibliography

6. Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

ON CAMPUS FULL TIME MODALITY			
Learning Outcomes	Teaching Methodology	Training Activities	
Knowledge	Lecture	Conferences	
	Presentation sessions	Student presentations	
	Audiovisual-based learning	Analysis of audiovisuals	
	Tutorials	Meetings to resolve doubts	Follow-up meetings
Skills	Project work	Problem-solving	Information searching and processing Presentation of reports and/or work

	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

HYBRID MODALITY			
Learning Outcomes	Teaching Methodology	Training Activities	
Knowledge	Presentation sessions	Student presentations	
	Tutorials	Meetings to resolve doubts Follow-up meetings	
	Audiovisual-based learning	Analysis of audiovisuals	
	Reading-based learning	Reviews / Critical analysis	
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work	
	Collaborative work	Online debates Discussions of practical cases Collective analysis	
	Case-based learning	Information searching and processing Problem-solving	
Competencies	Game-based learning	Challenges	
	Inquiry-based learning	Research tasks	
	Project work	Report preparation Presentation of reports or work	

7. Grading system

The tutor will evaluate the partial submissions during the development period of the master's thesis, as well as the final document. The submission and its corresponding feedback will be conducted through the virtual classroom of the course, using evaluation rubrics.

The defense of the TFM must be carried out in a public session through the presentation and oral defense of its content in front of a tribunal that will be made up of three expert professors from the faculty. From among these, the president, a secretary and a member will be appointed. The secretary of the tribunal may be the director/tutor of the TFM, who in this case will only have a voice, but not a vote. The panel will deliberate on the grading of the master's thesis behind closed doors and will inform the student whether or not the oral presentation has been approved with a "pass" or "fail."

For the final grade of the master's thesis, the weighting of the evaluation elements is as follows:

Activity	Weight
Partial submissions	18 %
Final submission	27%
Oral defense	55 %

There will be 3 partial deliveries with a weight of 6% each on the final grade.

Both partial deliveries and the final delivery will be evaluated through their corresponding rubrics.

According to the regulations governing the Master's Final Project (TFM), the supervisor will have the authority to assign an individualized assessment to each member of the group, both in the planning and in the development of the work.

The final grade will be available days after the defense, after its publication in the virtual classroom.

Plagiarism is a fraudulent activity, the commission of which can lead to severe sanctions, both academic and legal. Academic honesty is one of the pillars that supports the School's educational commitment, and the members of its teaching community are especially aware and prepared to detect such actions. Given the frequent difficulty in conceptualizing plagiarism, it has been deemed necessary to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of others' work or creations, passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism may consist of the unauthorized total or partial copying of someone else's work or the presentation of the copy as an original work, thereby impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as your own, whether the copy is total or partial.
- Paraphrasing a text, altering it slightly to disguise it, but without citing sources.
- Buying or obtaining a work and presenting it as your own.
- Basing a new work on someone else's idea or phrase without citing the original author.

As established in Article 10 of the Academic Code of Conduct for EAE Barcelona students, without prejudice to the academic sanctions resulting from its enforcement, the Academic Committee will take legal action if plagiarism violates applicable intellectual property laws.

8. Intellectual property

The intellectual property belongs to the student or students who have participated in its elaboration.

The electronic document supporting the master's thesis will be deposited in the corresponding repository in the Documentation and Resource Center of EAE Business School. For the possible consultation of the final work of the master, each member of the group that prepares the work must leave in writing their agreement on the form available for that purpose. Reproduction in whole or in part of this document by any means is prohibited.

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If the author or authors wish to reproduce the work or project editorially, they undertake to inform EAE of their knowledge and to cite in that medium that such research was carried out in collaboration with EAE Business School.

9. Tutoring

9.1. Types of tutoring

The tutoring can be:

- **Plenary tutorials:**

The professor in charge of the three plenary sessions that are held for the entire class group during the academic year will present the guidelines for the preparation and presentation of the master's thesis. They are mandatory attendance in the modality taught.

- **Group tutorials:**

Group tutorials will be taught by the assigned tutor. They may be carried out at the request of the tutor himself or of the members of the group. A minimum of three is recommended before public exhibition of the work.

Group tutorials will be coordinated between the representative of the Working Group and the assigned TFM Tutor and may be carried out outside of school hours, in person or virtually. When the request is made by the students, the dates of the tutorials will be set based on the tutor's availability and with one week's prior email notice. To speed up the process, we invite you to prioritize email communication with your tutor for any questions.

In these work meetings, the students will present to the tutor the progress made with the project and the doubts they have. The tutor will be a support element throughout the project, although it should not in any case replace the initiative, effort and self-learning of the students as occurs in professional reality.

- **Voluntary tutorials:**

Students may request tutoring, which will be set based on the tutor's availability and with one week's prior email notice. To speed up the process, we invite you to prioritize email communication with your tutor for any questions.

9.2. Tutors

The tutor for the projects of the entire class group coordinates with the coordinator of the master's thesis for the program. If the opinion or support of an expert is needed, the tutor may consult the faculty. Students are not authorized to consult the faculty on their own initiative.

10. Confidentiality

If the team members consider that, due to its nature, or the sources of information used for its realization, or because it derives from the results of their work, the possibility of requesting the registration of a patent, utility model, industrial design, brand or trade name, the TFM must be carried out, defended or deposited confidentially, they will report this to the academic coordinator of their program through the corresponding form. The Academic Coordination area will forward this form to the knowledge area department responsible for final degree and master's degree projects, and to the Documentation and Resources Center.

The exhibition of said works will be carried out behind closed doors.

Organizations, companies or institutions that have contributed to the completion of a TFM through making sources of information that they consider confidential available to students may require the signing of a confidentiality agreement.

11. Observations

Failure to submit the master's Thesis implies not obtaining the final degree of the program, even if all the subjects are correctly valued.

Any work that is wholly or partially considered a copy of other previous works or that is made from false data will imply a negative rating of the project and not be able to obtain the title of the program. In the case of using quotations or approaches from previous manuals or works, the name of the author and his bibliographic reference must be indicated in the text itself or at the foot of the page.

Confidential data on undertakings or studies carried out may be avoided. Confidentiality can also be maintained by changing the names of companies or opinions collected for the project.

The final project note may be the same or different for members of the same project team. If it is considered that the different levels of contribution are not identical, different assessments may be given, even if the project is the same.

12. Bibliography

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- Baxter, K. *Writing a Business Plan Made Simple for Small Businesses and Entrepreneurs. Creating a Template for Successful Business*. Amazon Digital Services LLC-Kdp, 2020.
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