Guidelines for students conducting their Degree project in industrial engineering & management, advanced level, course code 1TE962, 30 credits

Homepage: http://www.teknik.uu.se/industriell-teknik/utbildning/examsaree/

In these guidelines, you will find all the information you need as a student to apply for and write your degree project at IndTek. If you have any further questions, or find something to be missing or unclear in the instructions, you are welcome to contact David Sköld, course director and examiner for Degree Projects in Industrial Engineering and Management: 1TE962, either by mail: david.skold@angstrom.uu.se or by phone 070-7530996. His office is located in room 4207 at Ångström.

What is a degree project?

The degree project is equivalent to what is referred to as ‘independent work’ in the Higher Education Ordinance. Such independent work makes out one of the mandatory requirements to complete a general degree, such as a Master's degree. This means that fulfilment of the degree objectives for the prospective degree must be demonstrated by the degree project, and by the master thesis that it ultimately results in.

In short, a master thesis consists of an academic essay (and the work behind this) that is written and presented to your peers, and assessed by your subject reader and the course examiner – ultimately rendering you higher education credits. In case your degree project is founded upon a task carried out for an external organization, you take full responsibility for this task/work; it is entirely up to you and the principal organization to settle the terms for this collaboration. Therefore, it is important to establish a dialogue with the subject reader and the supervisor (who is typically the principal who has handed you a degree projects task within an external organization), and also with other informants at the organizations, so that no problems arise in that relationship. As a student, you are responsible for this dialogue; the degree project is based entirely on your work.
The main part of the degree project course consists of independent research work that is conducted in a scientific manner, and results in the academic essay that makes out your master thesis. To ensure relevant, interesting and well-substantiated results, you are expected to build your work on existing knowledge within the field and develop new knowledge using scientific theories and methods. A good degree project rests on an interplay between theory, methodology and empirical material, which in turn requires that you, as a student, are able to move between the principal’s world and the academic world, and translate experiences from each into relevant observations. Furthermore, it is highly recommended that the project is carried out in pairs of two students – which is also the maximum number of students allowed.

In order for the degree project to be completed with a high degree of goal fulfilment and within the specified time frame, preparations for the work is crucial. Planning in which subject area the degree project is to be carried out is important. For example, if you choose an area that lies outside the compulsory courses in your program, a requirement is that you have specialized in this area through optional courses. When applying for the degree project, one of the requirements is to account for the courses and the depth of knowledge that you have acquired in the area that you address through your problem formulation.

Within your educational program, information about the degree project is given already when the program starts. In addition to this, you will be informed about the details and practical aspects of the degree program in the methodology course.

As a support structure for conducting degree projects at IndTek, continuous tutoring is given by your subject reader, primarily through a seminar series (consisting of four seminars) that they are responsible for setting up. The formal degree project course is also initiated and completed with two different seminar sessions arranged by the examiner of the course – one kick-off session that revolves around the degree project process and the requirements and expectations placed upon the students as well as the subject readers; and one session where all the degree projects are finally presented and discussed by peers. The seminar series in between facilitates continuous discussions of the students’ own thesis work together with the subject reader and associated students, as well as critical analysis of other students’ projects; this is an important part of the degree project process and participation in the seminar series is thus considered to be mandatory.

**Eligibility – prerequisites to enter the degree project course**

Since the master thesis is supposed to demonstrate that you have fulfilled the degree objectives in an independent way, you must, before the degree project is initiated, have completed all the courses included in your specific degree program.

To be eligible for the degree project at IndTek you must:

- Have a degree at the basic level
- Have also obtained at least 40 credits at advanced level in the subject area of Industrial Engineering and Management
- Have completed the courses ‘Qualitative and Quantitative Methods’ and ‘Innovation: Traditions, Theories, Trends’
• Demonstrate sufficient subject depth in relation to the intended problem area for the degree project

Students who are not studying within the field of engineering sciences must, prior to the application, outline an individual study plan for the degree project together with the director of studies at the Department of Engineering Sciences.

The first step in your degree project is to identify a problem area within your specific subject area, and possibly also a principal organization. Defining the problem is very important for the prospects of a successful thesis work. Finding one that is both meaningful to engage with and that requires specialized knowledge within your field is central here; and so is delimiting the problem that you seek to address. You are also supposed to choose appropriate methods to address the problem. Already at this stage you should keep in mind that the final master thesis is always a public act. If the company wishes to be anonymous, or if certain parts of the work cannot be disclosed, you must consider this when designing your study. Within the Department of Engineering Sciences, confidentiality is possible in certain cases, provided that the examiner and subject reader are prepared to work with those premises, but this principle does not apply to IndTek, where the examiner is not prepared to work with confidentiality agreements. Instead, non-disclosure should be handled within the project work itself (by not addressing things that the principal organization does not want you to make public in your degree project) and through discussions about anonymity and the like between you and your supervisor at the principal organization (it is quite acceptable not to mention a principal organization by name, and to anonymize informants and/or technological applications).

What, then, can you do if you do not really know what to write about, or if you find no external principal who is prepared to hand you a specific task? Basically, there is no other solution to this than to define for yourself what your degree project is going to address – to have devoted yourself enough to a certain subject/knowledge area to be able to identify a suitable problem to address is an important part of what is ultimately assessed through the degree project. However, there may be reason to discuss the problem formulation with someone who conducts research and/or teaching in the field whilst planning your project.

If you – despite the kind of preparations mentioned above – have difficulty formulating a degree project in time for the application, it is wise to contact the course director and examiner, David Sköld. Suggestions for degree projects proposed by external organizations or by faculty engage in larger research projects are posted on the course page in Studentportalen (as news). There is also a national bank with degree project proposals, see www.xjobb.nu/

Application procedure

You can apply to the degree project course 1TE962 on two occasions every year:

1. For the spring term 2019, the last formal date of application is January 21\textsuperscript{st}, 09:00
2. For the autumn term 2019, the last date is September 2\textsuperscript{nd}, 09:00

Please note, however, that if you are a MILI student, the application process involves two steps. The first step is to find a subject reader. To accommodate this, send an email with the header “Subject reader for Degree project VT2019” to david.skold@angstrom.uu.se, by December 17 at the latest, accounting for the following (within the body of the e-mail):
• A brief description of the topic that the project addresses, and question guiding it (ten rows maximum)

• How you believe you will address the question methodologically (a couple of sentences)

• Where the project will be carried out

• Four potential subject readers, in order of your preference (please not if you have initiated talks with them already)

• Your name(s), and whether you are doing it in a team or by yourself

Once you have been allotted a subject reader, you can formally apply for the degree project course. You do so by putting together a research proposal, which accounts for the aim and purpose of your degree project, how it relates to extant research, and how you intend to address the questions guiding your project. The research proposal should demonstrate that you have sufficient knowledge and understanding of the subject area for the degree project to progress in due order. The estimated scope of the proposal and the project plan amounts to roughly five informative pages.

Once the research proposal has been approved by your subject reader, it is time to fill out and submit the application form that you find at the end of this booklet. On page 1, fill in the name, social security number, email, phone, which program you are in, and enter a preliminary title, the preliminary time period (e.g., 190121–190609), current date and signature. You hand the form to the supervisor (typically at the company) for a signature, and then to the subject reader at IndTek; once everything is in place, you submit the form together with the project description to David Sköld. David signs as the examiner and submits the documents to Moa Eriksson for registration, if everything is in order.

If you fulfil all entry requirements, you will receive an email with a message if you are authorized to commence the thesis within a few days. If something is unclear during the process, for example, if you do not have the necessary prerequisites to write your Degree Project at IndTek, you will be notified by mail. Make sure to be registered through your study pages.

On the second page of the form, there are additional things to be filled in by the examiner, the subject reader and the administrator. This will be taken care of later on in the process; the form will be stored throughout the thesis work, and completed at the very end.

If you do not meet the eligibility requirements for the course 1TE962, you must ask the program director for exemption. If the program administrator thinks there are grounds for exemption – due, for instance, to the credits for the required studies having been completed but not yet registered – the course director will be informed of this and you will be registered.

**Learning outcomes and degree objectives**

After a completed course, the student should be able to:

- search for, collect, evaluate and critically interpret relevant information for a problem in industrial engineering and management, and critically discuss issues, questions and situations in industrial engineering based on scientific, social and ethical dimensions,
independently identify, formulate and solve relevant problems in industrial engineering and management, even with limited information, and plan and carry out advanced tasks in industrial engineering and management within given time frames,

orally and in writing present and discuss problems, solutions and conclusions with different audiences,

give constructive criticism to others' texts,

work independently with qualified tasks in the field of industrial engineering and management,

demonstrate a scientific approach.

As previously mentioned, the degree project does not only represent a course in your education program but also an important component of the degree you receive after completion of the entire program. Therefore, the master thesis must also meet the objectives for the master degree that it is supposed to lead to. The degree project is extensive and is conducted independently, based on a problem that you yourself have formulated. Your own responsibility for understanding and continuously ensuring that learning outcomes and degree objectives are covered by your thesis work is therefore a central part of carrying out the degree project. Learning outcomes and degree objectives are therefore a natural part of the discussions that you have with your subject reader during the thesis work. Guidelines in the form of an assessment template are available on the course homepage at Studentportalen.

Individual, independent literature studies form a major part of your degree project. The scientific works and the academic literature that you utilize in for your degree project will provide food for continuous discussions with your subject reader and with peers within your seminar group. You will also be able to get advice on specific literature for your degree project from your subject reader, concerning, for instance, the methodological approach of the thesis work or the industry in which it is located. The literature from the methods course is directly intended for use throughout the work of the degree project.

Common pitfalls

Common mistakes that many students make when doing their degree projects, and writing their master theses, include:

1. Texts reviewing associated literatures and accounting for theories, outlining the scientific approach, method and the likes, are often disconnected from one another, and are not utilized in the essay. Do not include text sections and text fragments that do not add anything to the analysis that makes out the degree project – focus on that which is essential to achieve the purpose of the study.

2. The empirical section is just an account of interview answers, for instance, without a clear connection to theory, literature and research questions. It is important to connect the empirical material to theory, and relate the conceptual analysis of this material to your research question, etc. Make sure your writing has a clear direction, and that the thesis in structured in a logical way, so that it builds your argument and addresses your research questions.

3. Sometimes different sections of the thesis do not fit together due to the student(s) having divided up the work too strictly. For example, if you only work with theory, then only
with method, and then only empirically, there is an overwhelming risk that the different parts will not interplay with one another; the theory is not adapted to the empirical material, *etc.* Working with all the parts at the same time, and letting them cross-fertilize each other is a more fruitful way forward.

4. Many students believe that scientific texts may only be neutral, descriptive accounts, and that they somehow are ‘objective’. While one should strive for objectivity, it is important to remember that scientific text are propositions or arguments, taking part in a larger academic debate around some certain issue. While every academic text is thus a kind of argument, such arguments should not be founded on personal opinions or beliefs, but rest on solid and transparent analysis, being open about the assumptions you make, and by building on other scientific works, provide an analysis, discuss your results, draw conclusions and reflect on implications of your work.

**Examination**

The thesis must be approved by the examiner. This happens in connection with the final ventilation, after which minor revisions should only remain. The grade is either ‘approved’ or ‘failed’. What is considered at the examination is your work with the degree project from a learning perspective. The question that the examiner poses towards the thesis and the student(s) who have authored it is to what extent you have the ability to conduct independent scientific work. This means that a principal organization’s assessment of the work you have undertaken, or of the value it brings (or not), is not part of the formal assessment. Should representatives of the principal organization be satisfied with your work, this is of course a very positive sign. But it does not necessarily say anything about your scientific ability. Basically, the examiner has the final word regarding the assessment of every degree project. The examiner’s evaluation is based on the assessment template (thus covering the degree objectives), the learning outcomes of the course, and his/her professional competence and experience from previous degree projects. In some cases, you may find that the examiner has assessed you unfairly. Just like in any course, you can turn to the department's director of studies for a discussion of such issues. However, the examiner's assessment of your work is basically supreme.

If two students write the thesis together, part of the task for the examiner and the subject reader is to assess that both students have met the degree goals and contributed in a sufficient manner. Each student is assessed individually. IndTek strongly recommends that the degree project is carried out in pairs of two students, but you also have full freedom to write it on your own. The reason for joint degree projects to be the preferred option is linked to prior experience on part of the faculty – overall, it makes for more in-depth learning and thereby also enhances the quality of the work that is conducted.

In order to obtain a final grade for a master thesis under the course 1TE962, the following requirements must be met:

1. The master thesis (the academic essay) must be approved by the examiner, after consultation with the subject reader

2. The student’s defense of his/her own degree project, which is assessed by the examiner and the subject reader, shall be approved
3. The student’s opposition to another master thesis, which is assessed by the examiner, must be approved.

4. Attendance and submissions within the seminar series organized by the respective subject readers shall be approved by the examiner.

The course is based on individual work where material and preliminary parts of the work are shared with the subject reader in a continuous fashion. It is worth noting that plagiarism is (of course) not allowed in this process. Information about what is considered as plagiarism and how control of plagiarism is conducted is provided during the course. Among the measures taken to ensure that plagiarism will not be an issue are: automatic control of submitted work, as well as running requirements of submitting and revising material during the course.

**Roles and responsibilities**

For each degree project, an examiner is appointed. Normally, David Sköld, course director for 1TE962, assumes the role as examiner. In special cases, for example, for a degree project where David Sköld acts as the subject reader, Marcus Lindahl takes on the role of examiner. The examiner decides whether the problem description and the project plan for a degree project shall be approved, on the basis of the application. The examiner and the subject reader can never be one and the same person, but the examiner may in some cases also be the supervisor of a degree project.

The task of the subject reader is to provide support and guidance, but also contribute with constructive criticism over the course of the project. The main task is to provide academic guidance. The subject reader engages in dialogue with the examiner during the thesis work and consults with the examiner upon graduation. The subject reader role for degree projects under the course code 1TE962 can only be held by professors, lecturers, researchers and the likes at IndTek. Doctoral students and adjuncts, who cannot formally be subject readers for this type of degree work, usually function well as operating subject readers with the backing of a professor, associate professor, researcher or similar at IndTek. The examiner helps out with the setup of such arrangements.

The following people may take on the role as subject reader:

- Annika Skoglund: Industrial management and organization, Innovation theory, Entrepreneurship, Commercialization of renewable energy, Corporate Social Responsibility, Green HRM, Diversity Management, Sustainable Development, Biopolitics, Governmentality, Corporate internal activism
- Cajsa Bartusch: Qualitative and Quantitative Methods, Marketing, Energy-Related Markets
- David Sköld: Political Economy, Critical theory, Organization Theory, Industrial Management and Organization, Innovation Management, Marketing, Consumer culture theory, Entrepreneurship, Leadership, Quality management
- Göran Lindström: Innovation management, Business development, Entrepreneurship, Marketing, Market analysis (including quantitative methodology, such as multivariate statistics), Strategic management, industrial dynamics
Håkan Kullvén: Industrial economics, Calculation, Budgeting, Investment assessment, Financial management, Accounting


Matias Urenda: Production management, Production system design, Production logistics, Quality technology and quality management, Production technology, Business development, Improvement work, Production simulation, Multi-purpose optimization, Industrial automation, Robotics

Per Fors: Sustainability & IT, Temporary Organization & Project Management, Ethics

Petter Bertilsson Forsberg: Innovation management, project management, entrepreneurship, commercialization of research gladly with tech./life science focus

Sofia Wagrell: Industrial Marketing, Industrial purchasing, Innovation Management, Entrepreneurship, the Med-tech industry

Thomas Lennerfors: Ethics, Sustainability, Organizational Theory, Organizational Culture, Strategy, Business Management, Entrepreneurship, Leadership, Innovation, Industrial Economy, Purchasing / SCM, Shipping.

Åse Linné: Marketing, Innovation, Project organization, Construction management, BIM

Ulrika Persson-Fischier: Work on qualitative methods, Cultural aspects, Sustainability and Entrepreneurship

Doctoral students and adjuncts at IndTek cannot formally assume the role as subject reader, but can assist any of the above in this work. These are the following (with subject readers in brackets):

- Carl Andersson Kronlid (Enrico Baraldi)
- Helena Fornstedt (Marcus Lindahl / David Sköld)
- Henrik Hermansson (Marcus Lindahl): CAE, product development
- Isak Öhrlund (Cajsa Bartusch)
- Jessica Garcia Teran (Marcus Lindahl/Annika Skoglund)
- Lars Degerman (Thomas Lennerfors/Marcus Lindahl): Quality Technology and Product Development
- Peter Birch (Thomas Lennerfors): Marketing, Production, Shipping, Anthropology

Should a certain degree project call for extraordinary measures, a person outside the Department of Industrial Engineering and Management could also be appointed as subject reader.

**Compulsory components and seminars**

The degree project course contains two compulsory components which gathers the entire class, and a series of tutoring seminars for which the respective subject readers are responsible.

The seminar series is typically made up of four seminars each addressing questions about: 1) problematization of the topic / assignment; 2) methodology, or survey design and approach; 3) theory and literature to which the work relates; 4) analysing results and discussing ethical
issues and implications that should be taken into account. Further details on the setup are given by the respective subject reader.

The two compulsory components consist of:

**Course kick-off.** Wednesday January 22, 2019 at. 13-15.

Agenda:

- Information about the course
- Syllabus, IndTek rules, procedures and expectations for the degree work, examples of good master theses, and assessment template
- Inventory of essay topics for all students
- Information on upcoming seminars until final ventilation

**Final ventilation.** Scheduled, preliminarily, to May 29-31, 2019

Students attending the first year of MILI can attend the presentations (these must have attended at least three presentations before their own final seminar). Submission must be done no later than four working days before the final ventilation to the subject reader, opponent/opponents, and at Studentportalen.

The projects are assigned 20 minutes for presentation, and 15 minutes for opposition. There are 10 minutes available for supervisors, subject readers, examiners and other audiences. Respondents for essays with two authors are expected to be able to answer individually to every question raised by the opponents about the essay.

The opponents will also submit a short, written report individually to summarize comments and suggestions for improvements, approximately 2 A4 pages per opponent. This report should be submitted to the authors, the subject reader and the examiner at the end of the opposition, and by email to the authors/presenters no later than the following day.

The purpose of the opposition is to help authors improve their degree work. You should focus on the following aspects:

- The structure and the overall impression of the work. Has the author done what s/he sets out to do? Do different elements – purpose, research problems, study design, theoretical components, analysis and results, and conclusions and implications – hang together?
- Problems, purpose and research questions: How are they formulated, and have they been properly addressed?
- Method: Is it consistent with the purpose and the research questions? Is there a logic to the method(s) chosen, and has the author properly accounted for it? Are the methods of choice motivated? How was the study conducted?
- The theoretical framework: Is it consistent with the purpose, the questions and the method? And is the framework used in relevant ways, for example, in the analysis?
- The empirical material: Is it of sufficient size and of good quality?
- Analysis of empirical materials and results: Is the analysis consistent and clear? Is the theoretical framework used? How are the results presented? Are the questions answered?
- The language and other formalities (most of such issues are discussed in the opponent’s written notes, which are sent to the author)
• Assessment template: Review of the different areas and an assessment of how the master thesis work lives up to the requirements it stipulates.

What happens after the final ventilations?

Before the final ventilation, you should render a correct front page for the thesis work, complete with a serial number, which will be handed to you once you have been registered to the course. Use the templates uploaded to Studentportalen to generate a cover page (with your TVE number), and an abstract page (with your TVE number). The examiner is usually David Sköld (or Marcus Lindahl if David Sköld is your subject reader).

After the final ventilation, your subject reader receives a report from the opponent(s) as well as comments from the examiner. Based on their impressions of the final ventilation and their own assessment of the thesis, the subject reader and the student(s) come to an agreement on what needs to be done in order for the thesis work to be approved. Once the subject reader has signed off on it, it should be sent by e-mail to the examiner david.skold@angstrom.uu.se, with a copy to the subject reader, so that the examiner can make a final check that everything is in order.

The examiner goes through the thesis one last time, and assesses whether it can be approved. If it cannot be approved, the examiner will inform you by email what needs to be resolved before approval. If approved, the examiner will inform you by email. After that, the examiner will arrange the approval by asking the subject reader to sign a so-called “work sheet”, which is the same application form you submitted for writing the thesis work. It is kept by Moa Eriksson throughout the project, and the examiner signs it as soon as everything has been approved.

Once you have received e-mail from the examiner saying that the thesis is approved, you should publish the report in DiVA yourself. You can find instructions at www.ub.uu.se/research-support-and-publishing/publish/student-theses/. See also the detailed instructions in the document "Student Leaflet". Consider the following: Under item 4: Select Department of Engineering Sciences (located under the Faculty of Science and Technology). Under item 5: Fill in the supervisor’s organization. Under item 7: Indicate Independent work at advanced level (master’s degree) and 30 credits. Under item 8: Select TVE from the list under Series. Fill in the TVE number in the “No in series” field.

Once you have uploaded the final report to DiVA, you should notify Moa Eriksson (moa.eriksson@angstrom.uu.se), who will look over the work sheet, to make sure it is signed and finalized, before reporting the results in Ladok and enabling the final publication of the thesis in DiVA.

Only after the publication is completed and approved, the department (Engineering Sciences) can finally report the course as finished.

Reference projects

Sometimes it may be a good idea to take a look at how previous students conducted their theses works. You can go to Diva and search for degree projects in the same area you are working. You can also look at the following projects, which are all quite prominent examples of master theses that have been written in recent years.
Mattias Andersson & Ginsun Au-Yeung, 2015: How can Lean contribute to create effective meetings? A case study at Ericsson in Borås

Maja Åkesson & Lin Wang, 2014: Scania bus operations and supply chain management – two case studies

Adam Lundin, 2013: Utveckling av Materialförsörjning: En studie av Sandvik Coromants försörjning av stål
http://uu.diva-portal.org/smash/record.jsf?searchId=2&pid=diva2:646246

Per Kjellin & Jonas Missaoui, 2012: Macro theory induced micro practice: A case study of a Triple Helix inspired innovation project
http://uu.diva-portal.org/smash/record.jsf?searchId=3&pid=diva2:536004
APPLICATION FOR DEGREE PROJECT

Industrial engineering and management, 30 credits

Student
I, the undersigned, hereby apply to do my degree project as stated below and I have taken part of the guidelines and instructions (https://www.teknik.uu.se/industrial-engineering-and-management/education/thesis/). I also attach a research proposal of roughly five pages outlining the study I/we seek to conduct. In this plan, I have also specified or otherwise manifested how the project is aligned with knowledge I have acquired within this subject area.

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Programme

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Proposed title

The project will be conducted

Date, from – to

Date | Signature

Supervisor
I, the undersigned, hereby undertake to be supervisor and I have taken part of and accept the conditions of the guidelines and instructions (http://teknat.uu.se/digitalAssets/404/c_404796-1_1-k_guidelines-and-instructions-degree-project.pdf)

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Subject reader
I, the undersigned, hereby undertake to be supervisor and I have taken part of and accept the conditions of the guidelines and instructions, as well as undertake to assure that the degree project is handed in via Urkund.

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Date | Signature
Examiner
I, the undersigned, hereby certify that the student fulfills the entry requirements, that the degree project is in accordance with the course syllabus, guidelines and instructions approve the supervisor and the project plan, and appoint the subject reader.

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<th>David Sköld</th>
<th>Dept. of Eng. Sciences / IndTek</th>
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<tr>
<td><a href="mailto:david.skold@angstrom.uu.se">david.skold@angstrom.uu.se</a></td>
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Date  Signature

Registration in Ladok

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Date  Administrator

The student has passed the course as follows

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Approved oral presentation

Approved final written report

Approved final written report

The report is confidential until

Other

The degree project is reported and archived as follows

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The report is filed (confidential)

The report is filed and published in DiVA

The degree project has been reported in Ladok

Date  Administrator