

Work Projects Handbook

Spring semester 2022/2023

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1. What is a Work Project

Students must complete a Work Project (WP) towards their Master's degree, an original piece of research supervised by an Advisor, which is evaluated by a jury in a public defense. This project is worth 30 ECTS, which is the workload for one full-time semester.

Enrollment in the Master's WP occurs during the semester prior to the start of the WP. The WPs are submitted for defenses at the beginning of either December or May. Defenses take place online and students can consult the defense period on the Academic Calendar.

Double Degree (DD) and CEMS-MIM students will have specific requirements and calendars. Students will be instructed in due time by the Double Degree and CEMS Team.

1.1 Learning objectives:

- Develop critical thinking skills, individual and autonomous work
- Consolidate solid theoretical and analytical background in the specific area of the Master's Program
- Apply this knowledge to approach new issues and to solve practical problems
- Use sophisticated quantitative or qualitative analysis for the research questions or practical problem solving
- Be able to take decisions, with sound awareness of the ethical and social constraints.

2. Work Project Formats:

Recommended WP format:

2.1 Field Lab (FL): WP developed in group with an individual component, with the support of an advisor from NOVA.

FL will be the preferred format for the Master's programs in Finance, Management, Business Analytics, Impact Entrepreneurship and Innovation and International Development and Public Policy. It allows students to put acquired knowledge and skills into practice and therefore to develop further applied skills and specialist knowledge to suit their career aspirations.

Other WP formats:

2.2 Directed Research (DR): WP developed individually with the support of an advisor from NOVA.

DR is aimed at students intending to follow a research career – e.g., doing a PhD.

2.3 Directed Research Internship (DRI): WP developed individually where the student is integrated in an internship for a problem-based issue, with the support of an advisor from NOVA and an advisor from the company.

Note:

- The Master Certificate will indicate the WP format and respective title (e.g. “The Positive Teaming Game: Developing a board game for Management Education”; Directed Research).

3. Enrolment Procedures and students’ responsibilities:

The advisor is, by default, the proponent of the WP topic. Such topics on offer are available in a single platform for enrolment purposes. Although the School provides a substantial WP offer, students can also propose their own topic to a potential advisor, who may or may not agree to supervise it.

3.1 Requirements to WP

Enrollment in the Master’s Work Project (WP) occurs during the semester prior to the start of the WP itself. Students may only do the work project after having completed two semesters and a **minimum of 44 ECTS**.

For application purposes, both ECTS approved until then and ECTS in which the student is enrolled will count towards this minimum. However, when starting the third and WP semester, students must have 44 approved ECTS.

3.2 Application to WP

Students must apply in an Online Platform from 28 October until 24 November 2022. This is the only platform for WP registration (Master's students in International Development and Public Policy, on the other hand, will not apply through the same platform and will have specific instructions for applications).

Students failing the deadline will not be registered officially neither considered in the WP Defenses map.

- a. Students are strongly advised to attend the WP Info Sessions, if available. Official guidelines and other WP supporting documents can be found on Master’s Area on [Moodle](#);
- b. Students must take some time to analyze all available WP offer within each degree program and get extra information, if needed
- c. It is crucial that students take time not only to assess the WP options but also decide on order of preference wisely (if applicable) before the final deadline. Advisors will receive applications based on that order and will then apply their own selection criteria

- d. Some WPs may require additional application steps, including submission of CV/ motivation letter/ Research proposal for Directed Research/ etc
- e. A step-by-step guide will be available before the applications to guide you through the application period. **Students will not be assigned on a first-come, first-served process.** They do not need to rush to enter. Advisors will only view students' applications after this period closes.
- f. Processing occurs typically taking into account student's 1st preference, then 2nd preference, and so on. If a given student is accepted in the 1st option, both the 2nd and 3rd options are dismissed and will never be considered during the selection process. Accordingly, if a student is rejected in the 1st option, the advisor of the 2nd option will then be able to view that application, analyze it and accept/reject that student.
- g. **Application results will be published on 12 December, 2022.**
- h. A second round of applications may take place, if needed, to accommodate non-allocated students. Alternatively, those may also be helped by the Academic Directors in finding alternatives.
- i. In case a student wishes to withdraw from his/her WP, he or she should communicate this decision to workprojects@novasbe.pt until **19 December, 2022**. Failure to submit this request will lead to additional tuition fees.

Note: Best efforts will always be made to ensure that students are able to develop their WP within an area of their choice and via one of the aforementioned paths. However, students must be aware that Nova SBE might not be able to guarantee a specific theme/path/Professor to students.

3.3 It is the student's responsibility to design and execute the WP aiming at a high standard quality level and respecting School's Honor Code and all official deadlines set, including the ones determined by the advisor. The WP Calendar will be available on [Moodle](#) to make sure you don't miss important deadlines.

4. Professors' Responsibilities

- 4.1** Advisors and WP coordinators must upload their topic(s) on the Faculty App within the official deadline.
- 4.2** Professors define the selection requirements for each WP topic. Therefore, they are responsible for the selection of students in accordance with the correspondent criteria.
- 4.3** Professors are responsible for accepting or rejecting students online, on the Faculty App. Students will be notified on their acceptance to work in the given project through the online platform. WP results cannot be communicated via email.
- 4.4** Advisors will start receiving students' applications from 28 November on a rolling basis. Deadline for this selection phase is 04 December. A second round of applications may take

place, if needed, with different deadlines.

- 4.5** The role of the advisor is to keep track of students' work progress, reviewing students' deliverables and giving them timely feedback and advice.
- 4.6** The advisor should refer breaches of the honor code and academic honesty during the WP period to the President of the Pedagogical Council (specialrequests.masters@novasbe.pt), by sending an email with a brief description of the incident.
- 4.7** Visiting professors who are not scheduled to teach on the Master Programs in any given term are not required to supervise students' WPs that term. The same applies for professors on leave / sabbatical term.

5. Meetings for WP development*

There will be three recommended meetings, between the advisor and each student / group assigned. However, advisors may schedule additional meetings, if appropriate.

- 5.1** In the first meeting the advisor and the student/s will confirm the topic, which may eventually be different from the one initially chosen. Then, a reading list or action plan is given to the student, and a work plan is established for the whole term.
- 5.2** A second meeting should be scheduled in order to evaluate the progress made by the student or group. A preliminary report should be delivered to the advisor at this point, to be discussed in the same meeting.
- 5.3** Economics students may have a period for Midterm presentations, for which they will be informed by their advisors. In this case, they will have the opportunity to show their ongoing work, (five minutes' presentation) receiving feedback for WP improvement, from different advisors and/or colleagues. Presentations are arranged by the Master's Program Manager.
- 5.4** The last meeting should take place about one month before the delivery deadline. The purpose of this third meeting is to:
 - Allow the student / group to receive final feedback on the WP and therefore make final adjustments for jury presentation. For Field Labs especially, align the individual reports with School requirements.
 - Review plagiarism draft report and make amendments if needed
 - Allow student / group to prepare the presentation for WP Defense.
 - Students are expected to make the adjustments within the subsequent two-three weeks.

*Note: This section stands as an example and it can be changed according to each Advisor's decision, as the proposed meetings serve to provide some guidance.

6. WP Guidelines for each Format

All Work Projects must comply with the general guidelines. However, there are some directives specific to each of the formats which are specified below:

6.1 FIELD LAB FORMAT (FL)

6.2 DIRECTED RESEARCH FORMAT (DR)

6.3 DIRECTED RESEARCH INTERNSHIP FORMAT (DRI)

6.1 FIELD LAB FORMAT (FL)

Elaboration of the Work Project under the format of a Field Lab (FL) comprises either:

A) Regular FL - Team-based FL - the most common format - students develop a group and individual work (group contribution + individual contribution)

B) Umbrella FL – students develop individual work but group-based supervision meetings for the same “umbrella” topic

Even when part of the work is team-based, **students must present individual reports** around the core WP theme/s. Nevertheless, defenses are always in group.

Supervisors will act as gatekeepers of academic standards, guiding students through the process of their research project - clarifying expectations, objectives and methods of proposed FL.

Note: Equity Research FL has specific Guidelines which are stated in the syllabus, please contact the Team directly (Professor Rosário André, Professor Francisco Martins, Professor Nuno Vasconcelos).

A) If you are in a Regular Field Lab, please click on [Regular FL](#)

B) If you are in an Umbrella Field Lab, please click on [Umbrella FL](#)

A) Regular FL (Team-based FL)

6.1.0 Introductory Information - Taxonomy used in following sections

- **FL-WP report:** full report containing the group and **all** the individual components, uploaded for the defense.
- **WP report:** individual report - it comprises the group component (or a summary) and the student's individual component, uploaded after the defense

6.1.1 Selection Process

A list of topics and professors available in this WP format can be found online on the platform. Students must apply to FLs online and the application process may demand the upload of a CV, Motivation letter or others.

It is up to each FL advisor to decide on group constitution, including final number of groups accepted for each topic.

6.1.2 Preparing your FL

- Each FL should have a number of pages equivalent to 25 pages times the number of students, comprising two parts: an individual contribution and a group contribution. Exception is the Field Labs in which students develop individual work but with group-based supervision (point b above) - in this case students should develop 25 pages with no common contribution.
- 15 pages are recommended for individual work.** However, the supervisor may decide on a range of 10 to 15 pages of individual work, 10 pages being the minimum.
- The collective work will then be equal to the difference of the individual number of pages to 25 total number of pages per student, times the number of students. This is:

$(25 - \text{individual pages}) \times n$, n being the number of students in the FL.

Example 1: in a FL with five students, assuming 15 pages for individual work per student, the collective work will be $10 \times 5 = 50$ pages.

Example 2: In a FL with four students, assuming 10 pages for individual work per student, the collective work will be $15 \times 4 = 60$ pages

Important Notes for the final report:

- The core section of the FL-WP may have a format that resembles a Company Report, containing the problem being studied, analysis/methodology, results and conclusions. Note this is not a PowerPoint format, but a regular document. Only Word/PDF documents are accepted for delivery.

- v. Each FL-WP must be a readable and coherent piece of work. This document should not include the individual contributions of other FL members of the group
- vi. **The individual contribution must represent original work and must be written independently of the group contribution.** It cannot repeat the individual contribution developed by other members of the group.
- vii. The individual component should have a strong individual contribution to the topic. It is not a summary of the collective part.
- viii. **Each student will need to provide an original title for their FL-WP**, for the submission on the School Repository (RUN). Titles must not be repeated by other group members. It is however possible to submit a general title shared by the group as long as a different and specific subtitle is given.
- ix. **If the thesis contains sensitive data, students have the option of disguising them. Please consult your advisor to discuss options.** (Also consult [section 6.1.10](#))
- x. The title/cover page, references or appendices do not count towards the page limit. Students must clearly indicate each of these sections. Formatting and layout rules must be respected (see Formatting section in this Handbook).
- xi. **No PowerPoint reports are admitted for submission** (but can be used to present the project to the company or organization involved in the FL).

6.1.3 General Formatting Rules

- i. The final report must have up to 25 pages per student, not counting cover page, references and appendices.
- ii. The final report must be: written in English, double-spaced using *Times New Roman* font with 12-point size, color black. All margins should be 2,5 cm.
- iii. The 25 pages should be numbered consecutively, organized as follows and include:
 - The Cover Page (p. 0) should contain the project title, student's name, the name of the Program, the name of the advisor (or Coordinator and Co-Advisor) and the date of the defense.
 - The Abstract Page (p. 1) must contain a single paragraph summarizing the main aspects of the project in less than 100 words. The abstract must contain the summary of both, the individual and group contribution. After the abstract, a list of at least four keywords must be included. This page also includes a mandatory reference statement regarding funding. If applicable, acknowledgements should be included in this page as well.
 - From page 2 onwards, the Work Project includes the required text and other information essential for the understanding and appreciation of the final work.
 - References may start before the appendices and don't count towards the page

limit.

- All appendices (text not required for the understanding and appreciation of the final work) must be uploaded at the same time as the final report but specified as a different section (after references) to which no page limit applies.
- Templates of the cover page and of the abstract page are presented below, as Appendix, and available on [Moodle](#). Please consult [section 6.1.12](#) for more details on official template. It is mandatory for students to comply with this Nova SBE template.

iv. All included figures, graphics, tables, should be numbered consecutively with Arabic numerals in order of appearance in the text. A legend should be included in the case of graphics and figures. The tables should have a title. Equations should be numbered consecutively with Arabic numerals in order of appearance in the text. Tables may not have double spacing or font 12.

v. References should be cited according to the guidelines used by the [American Economic Review](#) (Chicago Manual of Style Author-Date system if you choose to use a Reference manager software). Nevertheless, the rules below provide the basic information:

- In text citations – sources are cited in the text, usually in parentheses, by the author's last (family) name, the publication date of the work cited, and a page number if needed. Example: (Acemoglu 2002), (Acemoglu 2002, 13-14) or ... Acemoglu (2002) states ...,
- References List or Bibliography – All references must appear in the reference list at the end of the text. Footnotes should not be used. Reference list entries:
 - **Journal articles:** Author Last name, First name. Year. "Article Title." *Journal Title*, Volume (Issue number if applicable): Page numbers.
Example: Acemoglu, Daron. 2002. "Technical Change, Inequality, and the Labor Market." *Journal of Economic Literature*, 40(1): 7–72.
 - **Books:** Author Last name, First name. Year. *Title of Book*. City of publication: Publisher.
Example: Friedman, Thomas L. 2005. *The World Is Flat: A Brief History of the Twenty-First Century*. New York: Farrar, Straus and Giroux.
 - **Book Chapters:** Author Last name, First name. Year. "Chapter or Article Title." In *Book Title*, followed by edited by and editor'(s) names if appropriate, and page number(s). City of publication: Publisher.
Example: Freeman, Richard B. 1993. "How Much Has Deunionization Contributed to the Rise in Male Earnings Equality?" In *Uneven Tide: Rising Income Inequality in America*, edited by Sheldon Danziger and Peter Gottschalk, 133–63. New York: Russell Sage Foundation.

The Chicago Manual of Style, 17th edition is available at the Nova SBE Library and for additional information and examples please use the **email** biblioteca.novasbe@novasbe.pt or the **link** <http://library.novasbe.unl.pt/chicago-style-citation/>

6.1.4 Protocols

An agreement protocol may be required by the Company (not mandatory) and signed between Nova SBE, the Organization and the student.

If needed, students must deliver one copy of the duly signed Protocol to Work Projects Team by email to workprojects@novasbe.pt.

If the Organization requires so, Confidentiality Protocols can also be signed between the involved parties, including the advisor. Confidentiality Protocols mean that the WP will not be publicly disclosed up to three years.

These documents can be found on [Moodle - Masters Area](#).

6.1.5 Final Report Submission Procedures for FL

All students will submit WP reports in three distinct moments (please, also consult section [6.1.6](#), which complements this chapter):

a) Before the defense:

- **Stage 1** - A Draft FL-WP report, which should be the closest to the final, submitted one month prior to the final submission deadline (**highly recommended**)
- **Stage 2** - A Final FL-WP report, which must be submitted strictly within the official deadline. The jury in your defense will have access to this version only (**mandatory**)

b) After the Defense:

- **Stage 3** - Your Final WP report must also be submitted after the defense takes place, in order to officially register the document in the University thesis database -[RUN-University's Open Access Dissertations and Theses Repository](#) (**mandatory**)

Before the defense (a):

- i. When submitting your FL-WP report, you must obtain a Turnitin report (plagiarism checker). This tool is integrated into the platform used for submission.
- ii. Students may obtain a plagiarism draft report one month prior to the final submission deadline (stage 1). Depending on these preliminary results, students may be required to review their work. Students may submit the draft closer to the final deadline, but the advisor may not have sufficient time to properly analyse the results, as well as the student to make amends.
- iii. **Stage 1 and 2** - The group must take into account the following for the submission:
 - **One member of the group must submit the whole document** (FL-WP report) comprising the individual contributions from all students, as well as the collective contribution. The other members of the group do not submit any document

- This single PDF document must be structured with a coherent and logical sequence.
- The different sections must be clearly distinguished - the group component must be marked with the **header “Group part”** and the individual components must be marked with a **header** with the **name of the student** responsible for that part.

Example – Group of 2 students:

1. ID cover page (a support document for the jury members before the defense, with information about the WP team) – template available [here](#) – this page will only be used for the defense jury members
2. General cover page – according to the [template](#):
 - With the FL-WP general title and the individual subtitles of each student (e.g., students A and B)
 - With the names of all members of the group (e.g., students A and B)
3. General abstract page – according to the [template](#):
 - With the summary of the group part and of the individual parts of each student (e.g., students A and B)
(At this stage it can exceed 100 words)
4. Body of the WP Report:
 - Group contribution (e.g, **Students A+B**) with the header “Group part”
 - Individual contribution of **Student A** - header with the name of student A
 - Individual contribution of **Student B** - header with the name of student B

Note: The sequence presented is an example. Students can structure the group and individual parts in a different way.

5. References and appendices of the whole FL report (group work and individual parts of students A and B)
- The Plagiarism Report of the whole FL report will be available directly to the jury members. This report will be produced immediately after the submission. More instructions will be sent to students by email closer to the date.

- **Students who fail to submit their FL-WP reports by the official deadline will not be able to carry out their defenses.** The defense date will be moved forward to the next available period. This will imply enrolling in an additional semester (see Student Handbook for more details).
- The FL-WP pdf file should be saved using the following name: “academic year” [underscore] ”semester” [underscore] students ID
Ex. 2021-22_Spring_29123_33445
- High resolution images will make the reports heavier. If applicable, students using images in their reports must include low/medium resolution images.

After the defense (b) - stage 3:

RUN - University’s Open Access Dissertations and Theses Repository

- After the defense has taken place, students may need to make slight adjustments to their FL-WP report as a result of comments/suggestions made by the jury. Alternatively, corrections may not be necessary. For both cases, a definitive individual version (WP report) must be uploaded onto the designated student platform.
- At this stage, **each student will be submitting her/his own individual master’s thesis (WP report), comprising the group component (or a summary) and her/his individual contribution. This WP report needs to be self-contained in terms of understandability for any potential external reader.**
- Each WP report must contain:
 - A Cover Page (see template on [section 6.1.12](#)) – with **only** the name of the respective student/author and with a general title and a unique subtitle related to the individual work
 - An Abstract Page (see template on [section 6.1.12](#)) – with a summary of the individual part and the group component
 - References and appendixes of the group work and the individual work

Note: Make sure to take out all the individual contributions from the other members of the group, including references and appendixes not used in your own individual part.
- Each WP report must be a readable and coherent piece of work. This document should not include the individual contributions of other FL members of the group
- The individual contribution must represent original work and must be written independently of the group contribution.** It cannot repeat the individual contribution developed by other members of the group.
- The individual component should have a strong individual contribution to the topic. It is not a summary of the collective part.

- vii. **Each student will need to provide an original title for their WP**, for the submission on the School Repository (RUN). Titles must not be repeated by other group members. As a suggestion, individual students may include a subtitle that represents their individual contribution.
- viii. Templates of the cover page and of the abstract page are presented below, as Appendix, and available on [Moodle](#). Please consult [section 6.1.12](#) for more details on official template. It is mandatory for students to comply with this Nova SBE template
- ix. The title/cover page, references or appendices do not count towards the page limit. Students must clearly indicate each of these sections. Formatting and layout rules must be respected (see Formatting section in this Handbook).
- x. **No PowerPoint reports are admitted for submission** (but can be used to present the project to the company or organization involved in the FL).
- xi. The cover and abstract pages must follow the template approved by the School (consult [section 6.1.12](#))
- xii. This final version to the RUN must be uploaded and include the following:
 - 1. Definitive version of the WP (each student submits the collective work, or a summary, plus her/his individual work)
 - 2. Turnitin final report (the same for all members of the group)
Note: as the FL-WP report is submitted by one member only, the resulting Turnitin report must be distributed to all group members.
 - 3. Period of embargo if applicable (up to three years, renewable)
 - 4. Confidentiality agreement (if applicable)
 - 5. Protocol agreement (if applicable)
- xiii. **Each student must individually upload this information.** This must be done until one month after the defense has occurred.
- xiv. This is an important obligation which should be met by each student individually, before submitting their certificate request, for graduation purposes.

6.1.6 Important remarks on Final WP Report Submission (before the defense)

- i. Students must submit the FL-WP Report until the deadline by uploading it online. This file can only be uploaded **after getting the final approval from the advisor**. There is no formal procedure for this approval, just make sure both of you agree on the final report and discuss the preliminary plagiarism results.
- ii. Should the Advisor consider the FL-WP report not ready for defense, **the Advisor should send the student(s) an email explaining the reasons of unsuitability. This email must have the Work Projects team (workprojects@novasbe.pt) and the Pedagogical Council (specialrequests.masters@novasbe.pt) in copy.** It will be the student's own

responsibility to upload against the Advisor's opinion.

6.1.7 Public Defense

1. Work Project **defenses will take place exclusively via videoconference, online**, from May 29 to June 09, 2023 (and September tbc, 2023, for Double Degree students).
2. Work Project defense periods are published on the Academic Calendar. This period is equivalent to an official exam period and therefore **students must have these dates free**.
3. The Work Project Team will send students the details of the defense date, time and members of the jury. This information will also be made available on Moodle.
4. Students do not need to print out or send copies of their FL-WP to their supervisor or the jury. A digital copy will be available to the jury, online.
5. Defenses must start on time (Lisbon time zone).
6. The WP is evaluated by a Jury of three Professors in a session that is scheduled by the WP Team for that purpose.
7. Jury members are: President, Advisor (or Coordinator and Co-advisors) and Discussant. It is not required that co-advisors are present, but they will be invited to the session.
8. The discussant is responsible for asking most of the WP's discussion questions to the student.
9. Defenses normally include a 15-minute presentation by each student followed by a discussion (Q&A, final discussion, jury deliberation, defense report signature and grade communication to student). The duration of the session will depend on the number of students in the FL.
10. There are no official presentation templates/format. Students are free to use PowerPoint or any other applications when presenting.
11. Although the presentation is team-based, **each student must present their individual contribution**.
12. The FL-WP group must decide on order of each presentation beforehand, preferably following the order of the FL-WP report, previously submitted. Each student must present.
13. Defenses are open to the public according to Portuguese legislation. Defenses are announced on the School's official website.
14. Colleagues, family members or others may attend the defense session. They are requested to enter up to 5 minutes after the defense has taken place (maximum) in order not to disturb the session.
15. Representatives of an organization who were involved in the WP may be invited to attend the session as passive participants only. That is, they have no right to decide the students' grades nor to participate in the group discussion.

6.1.8 Jury Deliberation

1. Once the defense has taken place, deliberation will occur without the students and guest in the room /online session.
2. The final grade of the WP is given by the jury, on a 0 to 20 scale. WP approval requires a final

grade greater or equal to 10, granted by the jury.

3. When deliberating the grade for each student, the jury will consider two components: individual and collective contributions. Criteria and weighting are discussed among the jury members at their own discretion and apply to all students in the Field Lab.
4. The following components are assessed:

a) For regular format FL (group and individual work)

i. Group evaluation:

- **Academic Quality:** Depth and quality of Analysis, methodology and the use of appropriate tools (frameworks, transfer of theoretical knowledge);
- **Practical Quality:** Problem solving ability and added value of the research for practice (e.g., results represent added value for the company)
- **Communication Skills:** Quality of written group report and defense presentation

ii. Individual evaluation:

- **Process management** – Ability to work autonomously, capacity to overcome obstacles, ability to cope with limited resources (advisor's information)
- **Individual assessment:** Quality of each team member written report, individual contribution, particularly to the quality of the Field Lab and to the overall Field Lab's results

Note: Students less fluent in English should obtain editing assistance since the quality of the written language will also be evaluated. The School does not provide such support.

5. Each student will receive an individual grade.
6. After deliberation, the President of the Jury will communicate the final FL-WP grade to each student, with relevant feedback.
7. Defense reports (*atas*) will be completed and signed by each jury member once deliberation of grade has been made.
- 8. The grade is given by the Jury and is therefore final, not subject to revision.**
9. Students may request additional feedback from the President of the Jury up to two days after the defense.

6.1.9 Plagiarism

Plagiarism can be defined as deliberate reproduction of work of another person or institution without acknowledgement. It is a serious violation of academic honesty. All sources used for any piece of work should be fully referenced and acknowledged. **Plagiarized work will be disqualified.**

It is highly recommended for students to do their plagiarism test and send the report to the Advisor one month before the WP defense. The Advisor will review the plagiarism report and tell the student to proceed in uploading or rather to change the Work Project. When submitting the final report, the final plagiarism check is also conducted. It will be analyzed by the jury before the defense session.

The tool to conduct the plagiarism tests is integrated in the platform used for the submission of both the WP draft report (version ready one month prior to final delivery) and the final WP report. The School provides further details closer to that stage.

6.1.10 Handle sensitive information

A master's student who completes a thesis/ Work Project (WP) is required to submit the final approved thesis for public disclosure.

Masters' theses and doctoral dissertations are available in [the Repository of NOVA University \(RUN\)](#) that stores, manages and gives access to the university's intellectual output. The School is responsible to register each one and make them available online on this open access database.

If the thesis contains confidential or sensitive information there are two different approaches that can be taken during the WP, as follows. Students and the respective Advisors must analyse them considering the Organization' standpoint and significance of the data for the comprehension of the final work.

i. Embargo period

Embargoed WPs are exception to the immediate disclosure of the work and won't be accessible for a period of time, before the thesis can be made available in the RUN repository.

This is a restriction which could be placed on a WP that allows only the title, abstract, and author information to be released to the public, while the full text of the WP is kept temporarily concealed.

Embargo is requested by the student, on behalf of the Organization, after the defense has taken place.

The embargo period can be 1, 2 or 3 years (an extra period of 2 years can be requested). During this time, the access to the thesis is not allowed to users (except the title, abstract, and author name). After this time, the thesis must be disclosed to the public.

The standard practice in academia and Nova SBE is three years. Yet, it is possible to request an extension of two additional years. For this five-year embargo period students must upload an additional statement at this stage, with the advisor's approval.

ii. Redacted version of the thesis

A redacted version of the WP (should the Organization request it) involves designing the document to partially delete or mask confidential information entirely, in case that the

information you are dealing with is sensitive or classified. Nonetheless, **students should not redact material unnecessarily**. As a general rule each WP should be as complete as possible. The Organization reserves the right not to allow its name, brands, time or geographical references to be part of the published thesis. Students and advisor must confirm this with the Organization.

Redacted versions can include the following, as long as the WP includes the required text and other information essential for the understanding and appreciation of the final work:

- Redacting the company name or individual's names (ex: changing the names or inventing a fictitious name for the company)
- Blurring photos/images
- Changing numeric data by multiplying or dividing them by a constant number (example, multiply all numeric data by 5, will allow the information to look different, but still perceptible in terms of data processing)
- Changing the details in the report (precise locations, dates etc)

Nova SBE has a **Confidentiality Agreement template** that can be signed by the Organization, the student and Nova SBE. This document contains:

- A description of what is considered confidential information
- The student's statement, agreeing not to disclose the confidential information
- Identifying approaches to the possible use of embargoed period and redacted version (see points i and ii above):
 - o The maximum embargo period for Nova SBE
 - o The possibility for the Organization to indicate if they intend to keep some data undisclosed (name, brands, time or geographical references...)

The student can download the template from Moodle (Masters Area/Section Work Projects). The student must be the first to sign the document, followed by the company representative and Nova SBE.

The student or the Organization must send the agreement duly signed to workprojects@novasbe.pt. The WP team will collect the Dean's signature and send it to the respective parties once it is signed. Nova SBE may take one month to sign the agreement in peak times. Students are incentivized to start such arrangements at their earliest convenience.

6.1.11 Examples of Work Projects - Field Lab

- Implementing Machine Learning in the Stock Picking Process of Nova Students Portfolio
Advisor: Gonalo Ribeiro
- How Portuguese Consumers Perceive the Food Delivery Platforms Operating in The National Market
Advisor: Pedro Gardete

6.1.12 Appendixes

Students can download the Word version of these documents on [Moodle](#)

ID Cover Page

Summary of WP Student Team

Insert here your FL-WP General Title

Group constitution:

Student Name	Program	Individual Title

Work project carried out under the supervision of:

Advisor: Insert advisor name

Co-advisor (if applicable): Insert co-advisor name

Reading observations for jury:

If applicable

Note: this template is a support document for the jury members before the defense, only.

A Work Project, presented as part of the requirements for the Award of a Master's degree in **Insert your Program**, from the Nova School of Business and Economics.

TITLE OF WORK PROJECT

STUDENT FULL NAME

Work project carried out under the supervision of:

(Advisor(s) name(s))

dd-mm-yyyy

Abstract (100 words maximum)

Keywords (minimum of four)

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

B) Umbrella FL

6.1.1 Selection Process

A list of topics and professors available in this WP format can be found online on the platform. Students must apply to FLs online and the application process may demand the upload of a CV, Motivation letter or others.

6.1.2 Preparing your FL

- i. The core section of the WP may have a format that resembles a Research Paper or a Company Report, containing the problem being studied, analysis/methodology, results and conclusions. Note this is not a PowerPoint format, but a regular document. Only Word/PDF documents are accepted for delivery.
- ii. **If the thesis contains sensitive data, students have the option of disguising them. Please consult your advisor to discuss options.** (Also consult [section 6.1.10](#))
- iii. The title/cover page, references or appendices do not count towards the page limit. Students must clearly indicate each of these sections. Formatting and layout rules must be respected (see Formatting section in this Handbook).
- iv. **No PowerPoint reports are admitted for submission** (but can be used to present the project to the company or organization involved in the FL).

6.1.3 General Formatting Rules

- i. The final report must have up to 25 pages, not counting cover page, references and appendices.
- ii. The final report must be: written in English, double-spaced using *Times New Roman* font with 12-point size, color black. All margins should be 2,5 cm.
- iii. The 25 pages should be numbered consecutively, organized as follows and include:
 - The Cover Page (p. 0) should contain the project title, student's name, the name of the Program, the name of the advisor (or Coordinator and Co-Advisor) and the date of the defense.
 - The Abstract Page (p. 1) must contain a single paragraph summarizing the main aspects of the project in less than 100 words. The abstract must contain the summary of both, the individual and group contribution. After the abstract, a list of at least four keywords must be included. This page also includes a mandatory reference statement regarding funding. If applicable, acknowledgements should be included in this page as well.
 - From page 2 onwards, the Work Project includes the required text and other

information essential for the understanding and appreciation of the final work.

- References may start before the appendices and don't count towards the page limit.
- All appendices (text not required for the understanding and appreciation of the final work) must be uploaded at the same time as the final report but specified as a different section (after references) to which no page limit applies.
- Templates of the cover page and of the abstract page are presented below, as Appendix, and available on [Moodle](#). Please consult [section 6.1.12](#) for more details on official template. It is mandatory for students to comply with this Nova SBE template.

iv. All included figures, graphics, tables, should be numbered consecutively with Arabic numerals in order of appearance in the text. A legend should be included in the case of graphics and figures. The tables should have a title. Equations should be numbered consecutively with Arabic numerals in order of appearance in the text. Tables may not have double spacing or font 12.

v. References should be cited according to the guidelines used by the [American Economic Review](#) (Chicago Manual of Style Author-Date system if you choose to use a Reference manager software). Nevertheless, the rules below provide the basic information:

- In text citations – sources are cited in the text, usually in parentheses, by the author's last (family) name, the publication date of the work cited, and a page number if needed. Example: (Acemoglu 2002), (Acemoglu 2002, 13-14) or ... Acemoglu (2002) states ...
- References List or Bibliography – All references must appear in the reference list at the end of the text. Footnotes should not be used. Reference list entries:
 - **Journal articles:** Author Last name, First name. Year. "Article Title." *Journal Title*, Volume (Issue number if applicable): Page numbers.
Example: Acemoglu, Daron. 2002. "Technical Change, Inequality, and the Labor Market." *Journal of Economic Literature*, 40(1): 7–72.
 - **Books:** Author Last name, First name. Year. *Title of Book*. City of publication: Publisher.
Example: Friedman, Thomas L. 2005. *The World Is Flat: A Brief History of the Twenty-First Century*. New York: Farrar, Straus and Giroux.
 - **Book Chapters:** Author Last name, First name. Year. "Chapter or Article Title." In *Book Title*, followed by edited by and editor'(s)' names if appropriate, and page number(s). City of publication: Publisher.
Example: Freeman, Richard B. 1993. "How Much Has Deunionization Contributed to the Rise in Male Earnings Equality?" In *Uneven Tide: Rising Income Inequality in America*, edited by Sheldon Danziger and Peter

Gottschalk, 133–63. New York: Russell Sage Foundation.

The Chicago Manual of Style, 17th edition is available at the Nova SBE Library and for additional information and examples please use the **email** biblioteca.novasbe@novasbe.pt or the **link** <http://library.novasbe.unl.pt/chicago-style-citation/>

6.1.4 Protocols

An agreement protocol may be required by the Company (not mandatory) and signed between Nova SBE, the Organization and the student.

If needed, students must deliver one copy of the duly signed Protocol to Work Projects Team by email to workprojects@novasbe.pt.

If the Organization requires so, Confidentiality Protocols can also be signed between the involved parties, including the advisor. Confidentiality Protocols mean that the WP will not be publicly disclosed up to three years.

These documents can be found on [Moodle - Masters Area](#).

6.1.5 Final Report Submission Procedures for FL

All students will submit WP reports in three distinct moments (please, also consult section [6.1.6](#), which complements this chapter):

c) Before the defense:

- **Stage 1** - A Draft WP report, which should be the closest to the final, submitted one month prior to the final submission deadline (**highly recommended**)
- **Stage 2** - A Final WP report, which must be submitted strictly within the official deadline. The jury in your defense will have access to this version only (**mandatory**)

d) After the Defense:

- **Stage 3** - Your Final WP report must also be submitted after the defense takes place, in order to officially register the document in the University thesis database -[RUN-University's Open Access Dissertations and Theses Repository](#) (**mandatory**)

Before the defense (a):

- i. When submitting your WP, you must obtain a Turnitin report (plagiarism checker). This tool is integrated into the platform used for submission.
- ii. Students may obtain a plagiarism draft report one month prior to the final submission deadline (stage 1). Depending on these preliminary results, students may be required to review their work. Students may submit the draft closer to the final deadline, but the advisor may not have sufficient time to properly analyse the results, as well as the student to make amends.
- iii. Stage 2
 - All final WPs must be uploaded as a single pdf in an online platform by the established deadline (see Academic Calendar).

- Students who fail to submit their WPs by the official deadline will not be able to carry out their defenses. The defense date will be moved forward to the next available period. This will imply enrolling in an additional semester (see Student Handbook for more details).
- The WP pdf file should be saved using the following name: “academic year” [underscore] “semester” [underscore] “student ID” [underscore] “student name” (first name, last name).
Ex. 2021-22_Spring_29123_Joao Lopes
- High resolution images will make the reports heavier. If applicable, students using images in their reports must include low/medium resolution images.

After the defense (b) - stage 3:

RUN - University’s Open Access Dissertations and Theses Repository

- After the defense has taken place, students may need to make slight adjustments to their WP as a result of comments/suggestions made by the jury. Alternatively, corrections may not be necessary. For both cases, a definitive version must be uploaded onto the designated student platform.
This platform will require you to submit and indicate the following:
 - Definitive version of WP
 - Turnitin final report
 - Period of embargo if applicable (up to three years, renewable)
 - Confidentiality agreement (if applicable)
 - Protocol agreement (if applicable)
- Each student must individually upload this information.** This must be done until one month after the defense has occurred.
- The cover and abstract pages must follow the template approved by the School (consult [section 6.1.12](#))
- This is an important obligation which should be met by each student individually, before submitting their certificate request, for graduation purposes.
- No PowerPoint reports are admitted for submission** (but can be used to present the project to the company or organization involved in the FL).

6.1.6 Important remarks on Final WP Report Submission

- Students must submit the WP Final Report until the deadline by uploading it online. This file can only be uploaded **after getting the final approval from the advisor**. There is no formal procedure for this approval, just make sure both of you agree on the final report and discuss the preliminary plagiarism results.

Should the Advisor consider the WP not ready for defense, **the Advisor should send the student an email explaining the reasons of unsuitability. This email must have the Work Projects team (workprojects@novasbe.pt) and the Pedagogical Council (specialrequests.masters@novasbe.pt) in copy.** It will be the student's own responsibility to upload against the Advisor's opinion.

6.1.7 Public Defense

1. Work Project **defenses will take place exclusively via videoconference, online**, from May 29 to June 09, 2023 (and September tbc, 2023, for Double Degree students).
2. Work Project defense periods are published on the Academic Calendar. This period is equivalent to an official exam period and therefore **students must have these dates free.**
3. The Work Project Team will send students the details of the defense date, time and members of the jury. This information will also be made available on Moodle.
4. Students do not need to print out or send copies of their FL-WP to their supervisor or the jury. A digital copy will be available to the jury, online.
5. Defenses must start on time (Lisbon time zone).
6. The WP is evaluated by a Jury of three Professors in a session that is scheduled by the WP Team for that purpose.
7. Jury members: President, Advisor (or Coordinator and Co-advisors) and Discussant. It is not required that co-advisors are present, but they will be invited to the session.
8. The discussant is responsible for asking most of the WP's discussion questions to the student.
9. Defenses normally include a 15-minute presentation by each student followed by a discussion (Q&A, final discussion, jury deliberation, defense report signature and grade communication to student). The duration of the session will depend on the number of students in the Defense.
10. There are no official presentation templates/format. Students are free to use PowerPoint or any other applications when presenting.
11. Defenses are open to the public according to Portuguese legislation. Defenses are announced on the School's official website.
12. Colleagues, family members or others may attend the defense session. They are requested to enter up to 5 minutes after the defense has taken place (maximum) in order not to disturb the session.
13. Representatives of an organization who were involved in the WP may be invited to attend the session as passive participants only. That is, they have no right to decide the students' grades nor to participate in the group discussion.

6.1.8 Jury Deliberation

1. Once the defense has taken place, deliberation will occur without the students and guests in the room /online session.
2. The final grade of the WP is given by the jury, on a 0 to 20 scale. WP approval requires a final grade greater or equal to 10, granted by the jury.

3. The following components are assessed:

For “umbrella” topic FL (individual work, but group-based supervision meetings)

- Analysis (theoretical and/or based on practitioner-oriented sources) and originality of the research objective.
- Problem solving ability and added value of the research for theory or practice
- Methodology and discussion.
- Quality of written report.
- Communication skills.
- Ability to work autonomously (advisor’s information).

Note: Students less fluent in English should obtain editing assistance since the quality of the written language will also be evaluated. The School does not provide such support.

4. After deliberation, the President of the Jury will communicate the final grade to each student, with relevant feedback.
5. Defense reports (*atas*) will be completed and signed by each jury member once deliberation of grade has been made.
6. **The grade is given by the Jury and is therefore final, not subject to revision.**
7. Students may request additional feedback from the President of the Jury up to two days after the defense.

6.1.9 Plagiarism

Plagiarism can be defined as deliberate reproduction of work of another person or institution without acknowledgement. It is a serious violation of academic honesty. All sources used for any piece of work should be fully referenced and acknowledged. **Plagiarized work will be disqualified.**

It is highly recommended for students to do their plagiarism test and send the report to the Advisor one month before the WP defense. The Advisor will review the plagiarism report and tell the student to proceed in uploading or rather to change the Work Project. When submitting the final report, the final plagiarism check is also conducted. It will be analyzed by the jury before the defense session.

The tool to conduct the plagiarism tests is integrated in the platform used for the submission of both the WP draft report (version ready one month prior to final delivery) and the final WP report. The School provides further details closer to that stage.

6.1.10 Handle sensitive information

A master's student who completes a thesis/ Work Project (WP) is required to submit the final approved thesis for public disclosure.

Masters' theses and doctoral dissertations are available in [the Repository of NOVA University \(RUN\)](#) that stores, manages and gives access to the university's intellectual output. The School is responsible to register each one and make them available online on this open access database.

If the thesis contains confidential or sensitive information there are two different approaches that can be taken during the WP, as follows. Students and the respective Advisors must analyse them considering the Organization' standpoint and significance of the data for the comprehension of the final work.

iii. Embargo period

Embargoed WPs are exception to the immediate disclosure of the work and won't be accessible for a period of time, before the thesis can be made available in the RUN repository.

This is a restriction which could be placed on a WP that allows only the title, abstract, and author information to be released to the public, while the full text of the WP is kept temporarily concealed.

Embargo is requested by the student, on behalf of the Organization, after the defense has taken place.

The embargo period can be 1, 2 or 3 years (an extra period of 2 years can be requested). During this time, the access to the thesis is not allowed to users (except the title, abstract, and author name). After this time, the thesis must be disclosed to the public.

The standard practice in academia and Nova SBE is three years. Yet, it is possible to request an extension of two additional years. For this five-year embargo period students must upload an additional statement at this stage, with the advisor's approval.

iv. Redacted version of the thesis

A redacted version of the WP (should the Organization request it) involves designing the document to partially delete or mask confidential information entirely, in case that the information you are dealing with is sensitive or classified. Nonetheless, **students should not redact material unnecessarily**. As a general rule each WP should be as complete as possible. The Organization reserves the right not to allow its name, brands, time or geographical references to be part of the published thesis. Students and advisor must confirm this with the Organization.

Redacted versions can include the following, as long as the WP includes the required text and other information essential for the understanding and appreciation of the final work:

- Redacting the company name or individual's names (ex: changing the names or inventing a fictitious name for the company)

- Blurring photos/images
- Changing numeric data by multiplying or dividing them by a constant number (example, multiply all numeric data by 5, will allow the information to look different, but still perceptible in terms of data processing)
- Changing the details in the report (precise locations, dates etc)

Nova SBE has a **Confidentiality Agreement template** that can be signed by the Organization, the student and Nova SBE. This document contains:

- A description of what is considered confidential information
- The student's statement, agreeing not to disclose the confidential information
- Identifying approaches to the possible use of embargoed period and redacted version (see points i and ii above):
 - o The maximum embargo period for Nova SBE
 - o The possibility for the Organization to indicate if they intend to keep some data undisclosed (name, brands, time or geographical references...)

The student can download the template from Moodle (Masters Area/Section Work Projects). The student must be the first to sign the document, followed by the company representative and Nova SBE.

The student or the Organization must send the agreement duly signed to workprojects@novasbe.pt. The WP team will collect the Dean's signature and send it to the respective parties once it is signed. Nova SBE may take one month to sign the agreement in peak times. Students are incentivized to start such arrangements at their earliest convenience.

6.1.11 Examples of Work Projects - Field Lab

- The Positive Teaming Game: Developing a board game for Management Education
Advisor: Miguel Pina e Cunha
- Weather Derivatives Pricing and Risk Management Applications
Advisor: João Pedro Pereira
- Short-Term Rental Regulation and House Prices: Evidence from Lisbon
Advisor: Susana Peralta

6.1.12 Appendixes

Students can download the Word version of these documents on [Moodle](#)

A Work Project, presented as part of the requirements for the Award of a Master's degree in **Insert your Program**, from the Nova School of Business and Economics.

TITLE OF WORK PROJECT

STUDENT FULL NAME

Work project carried out under the supervision of:

(Advisor(s) name(s))

dd-mm-yyyy

Abstract (100 words maximum)

Keywords (minimum of four)

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

6.2 DIRECTED RESEARCH FORMAT (DR)

A Directed Research (DR) Work Project comprises an individual work, with a problem solving format or research approach to an empirical question to be addressed. It includes:

- Literature review to present the main research question and hypotheses;
- Methodology (both qualitative or quantitative methodologies are accepted);
- Presentation of results and discussion (including limitations) and directions for future research.

Alternatively, the DR may be a Case Study, which includes 2 parts:

- Part A: description of a specific situation/problem in an organization (around 15 pages), plus case study exhibits;
- Part B: Teaching Note (around 10 pages) with the case synopsis, case objectives and courses where it may be used, suggested questions with discussion and relevant literature (which may be included in the discussion questions). Teaching Note exhibits (not required for the understanding of the work project) may be included as appendix. The general references may be presented after page 25.

6.2.1 Selection process

Except for Economics program, a student should only apply to a DR in case he/she intends to follow a research career – e.g., doing a PhD.

In the platform there may be DRs on offer. In this case, students must apply online considering each topic application requirements (CV, motivation letter, ..).

In case students wish to propose a DR, not pre-arranged by the School, it is required to proceed as follows:

- Find a suitable professor willing to advise you in the topic of your preference (not applicable to Finance, Economics and Business Analytics students)
- Prepare a proposal by filling the NOVA SBE template form “Work projects proposal/ research description for directed research and directed research internship”
- Apply in the platform by submitting the form containing the required information. This document should also be validated by your prospective advisor in advance (not applicable to Finance students, Economics and Business Analytics students). Please note if you don’t have the option to apply, it means this is not available for your degree program/semester.
- All DR proposals will be analyzed and authorized (or rejected) by the Masters Academic Directors.

Note: Exceptions to these guidelines such as Double Degree

6.2.2 General Formatting Rules

- i. The final report must have up to 25 pages, not counting cover page, references and appendices.
- ii. The final report must be: written in English, double-spaced using *Times New Roman* font with 12-point size, color black. All margins should be 2,5 cm.
- iii. The 25 pages should be numbered consecutively, organized as follows and include:
 - The Cover Page (p. 0) should contain the project title, student's name, the name of the Program, the name of the advisor (or Coordinator and Co-Advisor) and the date of the defense.
 - The Abstract Page (p. 1) must contain a single paragraph summarizing the main aspects of the project in less than 100 words. After the abstract, a list of at least four keywords must be included. It also includes a mandatory reference statement regarding funding. If applicable, acknowledgements should be included in abstract page.
 - From page 2 onwards, the Work Project includes the required text and other information essential for the understanding and appreciation of the final work.
 - References may start from page 26 (or before that), and don't count towards the limit.
 - All appendices (text not required for the understanding and appreciation of the final work) must be uploaded at the same time as the final report but specified as a different section (after references) to which no page limit applies.
 - Templates of the cover page and of the abstract page are presented below, as Appendix, and available on [Moodle](#). Please consult [section 6.2.10](#) for more details on official template. It is mandatory for students to comply with this Nova SBE template.
- iv. All included figures, graphics, tables, should be numbered consecutively with Arabic numerals in order of appearance in the text. A legend should be included in the case of graphics and figures. The tables should have a title. Equations should be numbered consecutively with Arabic numerals in order of appearance in the text.

Tables may not have double spacing or font 12.
- v. References should be cited according to the guidelines used by the [American Economic Review](#) (Chicago Manual of Style Author-Date system if you choose to use a Reference

manager software). Nevertheless, the rules below provide the basic information:

- In text citations – sources are cited in the text, usually in parentheses, by the author's last (family) name, the publication date of the work cited, and a page number if needed. Example: (Acemoglu 2002), (Acemoglu 2002, 13-14) or ... Acemoglu (2002) states ...,
- References List or Bibliography – All references must appear in the reference list at the end of the text. Footnotes should not be used. Reference list entries:
 - **Journal articles:** Author Last name, First name. Year. "Article Title." *Journal Title*, Volume (Issue number if applicable): Page numbers.
Example: Acemoglu, Daron. 2002. "Technical Change, Inequality, and the Labor Market." *Journal of Economic Literature*, 40(1): 7–72.
 - **Books:** Author Last name, First name. Year. *Title of Book*. City of publication: Publisher.
Example: Friedman, Thomas L. 2005. *The World Is Flat: A Brief History of the Twenty-First Century*. New York: Farrar, Straus and Giroux.
 - **Book Chapters:** Author Last name, First name. Year. "Chapter or Article Title." In *Book Title*, followed by edited by and editor'(s)' names if appropriate, and page number(s). City of publication: Publisher.
Example: Freeman, Richard B. 1993. "How Much Has Deunionization Contributed to the Rise in Male Earnings Equality?" In *Uneven Tide: Rising Income Inequality in America*, edited by Sheldon Danzinger and Peter Gottschalk, 133–63. New York: Russell Sage Foundation.

The Chicago Manual of Style, 17th edition is available at the Nova SBE Library and for additional information and examples please use the **email** biblioteca.novasbe@novasbe.pt or the **link** <http://library.novasbe.unl.pt/chicago-style-citation/>

6.2.3 Final Report Submission Procedures

All students will submit WP reports in three distinct moments (please, also consult section 3.2.3, which complements this chapter):

a) Before de defense:

- **Stage 1** - A Draft WP report, which should be the closest to the final, submitted one month prior to the final submission deadline (**highly recommended**);
- **Stage 2** - A Final WP report, which must be submitted strictly within the **official** deadline. The jury in your defense will have access to this version only (**mandatory**)

b) After the Defense:

- **Stage 3** - Your Final WP report must also be submitted after the defense takes place, in order to officially register the document in the University thesis database -[RUN-University's Open Access Dissertations and Theses Repository](#) (**mandatory**)

Before the defense (a):

- iv. When submitting your WP, you must obtain a Turnitin report (plagiarism checker). This tool is integrated into the platform used for submission.
- v. Students may obtain a plagiarism draft report one month prior to the final submission deadline (stage 1). Depending on these preliminary results, students may be required to review their work. Students may submit the draft closer to the final deadline, but the advisor may not have sufficient time to properly analyse the results, as well as the student to make amends.
- vi. Stage 2
 - All final WPs must be uploaded as a single pdf in an online platform by the established deadline (see Academic Calendar).
 - Students who fail to submit their WPs by the official deadline will not be able to carry out their defenses. The defense date will be moved forward to the next available period. This will imply enrolling in an additional semester (see Student Handbook for more details).
 - The WP pdf file should be saved using the following name: “academic year” [underscore] ”semester” [underscore] “student ID” [underscore] “student name” (first name, last name).
Ex. 2021-22_Spring_29123_Joao Lopes
 - High resolution images will make the reports heavier. If applicable, students using images in their reports must include low/medium resolution images.

After the defense (b) - stage 3:**RUN - University’s Open Access Dissertations and Theses Repository**

- vi. After the defense has taken place, students may need to make slight adjustments to their WP as a result of comments/suggestions made by the jury. Alternatively, corrections may not be necessary. For both cases, a definitive version must be uploaded onto the designated student platform.
This platform will require you to submit and indicate the following:
 - 6. Definitive version of WP
 - 7. Turnitin final report
 - 8. Period of embargo if applicable (up to three years, renewable)
 - 9. Confidentiality agreement (if applicable)
 - 10. Protocol agreement (if applicable)
- vii. **Each student must individually upload this information.** This must be done until one month after the defense has occurred.
- viii. This is an important obligation which should be met by each student individually, before submitting their certificate request, for graduation purposes.

6.2.4 Important remarks on Final WP Report Submission

- i. Students must submit the WP Final Report until the deadline by uploading it online. This file can only be uploaded **after getting the final approval from the advisor**. There is no formal procedure for this approval, just make sure both of you agree on the final report and discuss the preliminary plagiarism results.
- ii. Should the Advisor consider the WP not ready for defense, **the Advisor should send the student an email explaining the reasons of unsuitability. This email must have the Work Projects team (workprojects@novasbe.pt) and the Pedagogical Council (specialrequests.masters@novasbe.pt) in copy**. It will be the student's own responsibility to upload against the Advisor's opinion.

6.2.5 Public Defense

- i. Work Project **defenses will take place exclusively via videoconference, online**, from May 29 to June 09, 2023 (and September tbc, 2023, for Double Degree students).
- ii. Work Project defense periods are published on the Academic Calendar. This period is equivalent to an official exam period and therefore **students must have these dates free**.
- iii. The Work Project Team will send students the details of the defense date, time and members of the jury. This information will also be made available on Moodle.
- iv. Students do not need to print out or send copies of their WP to their supervisor or the jury. A digital copy will be available to the jury, online.
- v. Defenses must start on time (Lisbon time zone).
- vi. The WP is evaluated by a Jury of three Professors in a session that is scheduled by the WP Team for that purpose.
- vii. Jury members: President, Advisor (or Coordinator and Co-advisors) and Discussant. It is not required that co-advisors are present, but they will be invited to the session.
- viii. The discussant is responsible for asking most of the WP's discussion questions to the student.
- ix. The final discussion should take up to 45 minutes. Student's individual presentation should take 15 minutes, followed by 30 minutes maximum for Q&A, final discussion, jury deliberation, defense report signature and grade communication to student.
- x. There are no official presentation templates/format. Students are free to use PowerPoint or any other applications when presenting.
- xi. Defenses are open to the public according to Portuguese legislation. Defenses are announced on the School's official website.

- xii. Colleagues, family members or others may attend the defense session. They are requested to enter the session up to 5 minutes after the defense has taken place in order not to disturb.

6.2.6 Jury deliberation

1. In the final discussion, the **evaluation of the WP** typically considers the criteria below:

- Theoretical analysis and originality of the research objective.
- Problem solving ability in the context of the scientific area.
- Methodology and discussion.
- Quality of written report.
- Communication skills.
- Ability to work autonomously (advisor's information).

Note: Students less fluent in English should obtain editing assistance since the quality of the written language will also be evaluated. The School does not provide such support.

2. The final grade of the WP is given by the jury, on a 0 to 20 scale. WP approval requires a final grade greater or equal to 10, granted by the jury.

3. **The grade is given by the jury and therefore final, not subject to revision.**

4. The President of the jury communicates the WP grade to the student, providing him/her some feedback. The president of the jury is responsible for providing some extra feedback in the following two days, should the student ask for it.

6.2.7 Plagiarism

Plagiarism can be defined as deliberate reproduction of work of another person or institution without acknowledgement. It is a serious violation of academic honesty. All sources used for any piece of work should be fully referenced and acknowledged. **Plagiarized work will be disqualified.**

It is highly recommended for students to do their plagiarism test and send the report to the Advisor one month before the WP defense. The Advisor will review the plagiarism report and tell the student to proceed in uploading or rather to change the Work Project. When submitting the final report, the final plagiarism check is also conducted. It will be analyzed by the jury before the defense session.

The tool to conduct the plagiarism tests is integrated in the platform used for the submission of both the WP draft report (version ready one month prior to final delivery) and the final WP report. The School provides further details closer to that stage.

6.2.8 Handle sensitive information

A master's student who completes a thesis/ Work Project (WP) is required to submit the final approved thesis for public disclosure.

Masters' theses and doctoral dissertations are available in [the Repository of NOVA University \(RUN\)](#) that stores, manages and gives access to the university's intellectual output. The School is responsible to register each one and make them available online on this open access database.

If the thesis contains confidential or sensitive information there are two different approaches that can be taken during the WP, as follows. Students and the respective Advisors must analyse them considering the Organization' standpoint and significance of the data for the comprehension of the final work.

i. Embargo period

Embargoed WPs are exception to the immediate disclosure of the work and won't be accessible for a period of time, before the thesis can be made available in the RUN repository.

This is a restriction which could be placed on a WP that allows only the title, abstract, and author information to be released to the public, while the full text of the WP is kept temporarily concealed.

Embargo is requested by the student, on behalf of the Organization, after the defense has taken place.

The embargo period can be 1, 2 or 3 years (an extra period of 2 years can be requested). During this time, the access to the thesis is not allowed to users (except the title, abstract, and author name). After this time, the thesis must be disclosed to the public.

The standard practice in academia and Nova SBE is three years. Yet, it is possible to request an extension of two additional years. For this five-year embargo period students must upload an additional statement at this stage, with the advisor's approval.

ii. Redacted version of the thesis

A redacted version of the WP (should the Organization request it) involves designing the document to partially delete or mask confidential information entirely, in case the information you are dealing with is sensitive or classified. Nonetheless, **students should not redact material unnecessarily**. As a general rule each WP should be as complete as possible.

The Organization reserves the right not to allow its name, brands, time or geographical references to be part of the published thesis. Students and advisor must confirm this with the Organization.

Redacted versions can include the following, as long as the WP includes the required text and other information essential for the understanding and appreciation of the final work:

- Redacting the company name or individual's names (ex: changing the names or inventing a fictitious name for the company)
- Blurring photos/images

- Changing numeric data by multiplying or dividing them by a constant number (example, multiply all numeric data by 5, will allow the information to look different, but still perceptible in terms of data processing)
- Changing the details in the report (precise locations, dates etc)

Nova SBE has a **Confidentiality Agreement template** that can be signed by the Organization, the student and Nova SBE. This document contains:

- A description of what is considered confidential information
- The student's statement, agreeing not to disclose the confidential information
- Identifying approaches to the possible use of embargoed period and redacted version (see points i and ii above):
 - o The maximum embargo period for Nova SBE
 - o The possibility for the Organization to indicate if they intend to keep some data undisclosed (name, brands, time or geographical references...)

The student can download the template from Moodle (Masters Area/Section Work Projects). The student must be the first to sign the document, followed by the company representative and Nova SBE.

The student or the Organization must send the agreement duly signed to workprojects@novasbe.pt. The WP team will collect the Dean's signature and send it to the respective parties once it is signed. Nova SBE may take one month to sign the agreement in peak times. Students are incentivized to start such arrangements at their earliest convenience.

6.2.9 Examples of Work Projects - Directed Research

- The Positive Teaming Game: Developing a board game for Management Education
Advisor: Miguel Pina e Cunha
- Weather Derivatives Pricing and Risk Management Applications
Advisor: João Pedro Pereira
- Short-Term Rental Regulation and House Prices: Evidence from Lisbon
Advisor: Susana Peralta

6.2.10 Appendixes

Students can download the Word version of these documents on [Moodle](#)

A Work Project, presented as part of the requirements for the Award of a Master's degree in **Insert your Program**, from the Nova School of Business and Economics.

TITLE OF WORK PROJECT

STUDENT FULL NAME

Work project carried out under the supervision of:

(Advisor(s) name(s))

dd-mm-yyyy

Abstract (100 words maximum)

Keywords (minimum of four)

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

6.3 DIRECTED RESEARCH INTERNSHIP FORMAT (DRI)

A Directed Research Internship (DRI) comprises an individual dissertation established on a given organization in which the student is doing an internship. The DRI must have a problem solving format or research approach to an applied research question to be addressed and include the following aspects:

- Objectives of the internship, with relevant academic and/or business-oriented literature review.
- Data collection.
- Analysis methodology.
- Proposed solution for the organization, based on literature review and collected data analysis.
- Name of organization's advisor / tutor.

Note – The DRI must be approved by the Academic Director of the Master's Program

6.3.1 **Selection process**

Students are responsible for finding their own internship, they are advised to look for Internship offers on the Career Center by JobTeaser Platform, LinkedIn or through their network. Throughout the recruitment process, the Careers @Nova SBE team can support you (CV & Cover Letter review, prepare for interview, etc). Book an appointment [here](#). Bear in mind they will not find you an internship or provide support for your DRI process.

In case students wish to propose a DRI, not pre-arranged by the School, it is required to:

- Find a suitable professor willing to advise you in the topic of your preference (not applicable to Finance, Economics and Business Analytics students)
- Prepare a proposal by filling the NOVA SBE template form “Work projects proposal/ research description for directed research and directed research internship”
- Apply in the platform by submitting the form containing the required information. This document should also be validated by your prospective advisor in advance (not applicable to Finance, Economics and Business Analytics students). Please note if you don't have the option to apply, it means this is not available for your degree program/semester.
- All DRI proposals will be analyzed and authorized (or rejected) by the Masters Academic Directors.

Note: Exceptions to these guidelines such as Double Degree

6.3.2 General Formatting Rules

- i. The final report must have up to 25 pages, not counting cover page, references and appendices.
- ii. The final report must be: written in English, double-spaced using *Times New Roman* font with 12-point size, color black. All margins should be 2,5 cm.
- iii. The 25 pages should be numbered consecutively, organized as follows and include:
 - The Cover Page (p. 0) should contain the project title, student's name, the name of the Program, the name of the advisor (or Coordinator and Co-Advisor) and the date of the defense.
 - The Abstract Page (p. 1) must contain a single paragraph summarizing the main aspects of the project in less than 100 words. After the abstract, a list of at least four keywords must be included. It also includes a mandatory reference statement regarding funding. If applicable, acknowledgements should be included in abstract page.
 - From page 2 onwards, the Work Project includes the required text and other information essential for the understanding and appreciation of the final work.
 - References may start from page 26 (or before that), and don't count towards the limit.
 - All appendices (text not required for the understanding and appreciation of the final work) must be uploaded at the same time as the final report but specified as a different section (after references) to which no page limit applies.
 - Templates of the cover page and of the abstract page are presented below, as Appendix, and available on [Moodle](#). Please consult [section 6.3.11](#) for more details on official template. It is mandatory for students to comply with this Nova SBE template.
- iv. All included figures, graphics, tables, should be numbered consecutively with Arabic numerals in order of appearance in the text. A legend should be included in the case of graphics and figures. The tables should have a title. Equations should be numbered consecutively with Arabic numerals in order of appearance in the text.

Tables may not have double spacing or font 12.
- v. References should be cited according to the guidelines used by the [American Economic](#)

[Review](#) (Chicago Manual of Style Author-Date system if you choose to use a Reference manager software). Nevertheless, the rules below provide the basic information:

- In text citations – sources are cited in the text, usually in parentheses, by the author’s last (family) name, the publication date of the work cited, and a page number if needed. Example: (Acemoglu 2002), (Acemoglu 2002, 13-14) or ... Acemoglu (2002) states ...,
- References List or Bibliography – All references must appear in the reference list at the end of the text. Footnotes should not be used. Reference list entries:
 - **Journal articles:** Author Last name, First name. Year. “Article Title.” *Journal Title*, Volume (Issue number if applicable): Page numbers.
Example: Acemoglu, Daron. 2002. “Technical Change, Inequality, and the Labor Market.” *Journal of Economic Literature*, 40(1): 7–72.
 - **Books:** Author Last name, First name. Year. *Title of Book*. City of publication: Publisher.
Example: Friedman, Thomas L. 2005. *The World Is Flat: A Brief History of the Twenty-First Century*. New York: Farrar, Straus and Giroux.
 - **Book Chapters:** Author Last name, First name. Year. “Chapter or Article Title.” In *Book Title*, followed by edited by and editor’(s’) names if appropriate, and page number(s). City of publication: Publisher.
Example: Freeman, Richard B. 1993. “How Much Has Deunionization Contributed to the Rise in Male Earnings Equality?” In *Uneven Tide: Rising Income Inequality in America*, edited by Sheldon Danzinger and Peter Gottschalk, 133–63. New York: Russell Sage Foundation.

The Chicago Manual of Style, 17th edition is available at the Nova SBE Library and for additional information and examples please use the **email** biblioteca.novasbe@novasbe.pt or the **link** <http://library.novasbe.unl.pt/chicago-style-citation/>

6.3.3 **Protocols**

An agreement protocol may be required by the Company (not mandatory) and signed between Nova SBE, the Organization and the student.

If needed, students must deliver one copy of the duly signed Protocol to Work Projects Team by email to workprojects@novasbe.pt.

If the Organization requires so, Confidentiality Protocols can also be signed between the involved parties, including the advisor. Confidentiality Protocols mean that the WP will not be publicly disclosed up to three years.

These documents can be found on [Moodle - Masters Area](#).

6.3.4 **Final Report Submission Procedures**

All students will submit WP reports in three distinct moments (please, also consult section 3.3.5, which complements this chapter):

a) Before de defense:

- **Stage 1** - A Draft WP report, which should be the closest to the final, submitted one month prior to the final submission deadline (**highly recommended**)
- **Stage 2** - A Final WP report, which must be submitted strictly within the **official** deadline. The jury in your defense will have access to this version only (**mandatory**)

b) After the Defense:

- **Stage 3** - Your Final WP report must also be submitted after the defense takes place, in order to officially register the document in the University thesis database -[RUN-University's Open Access Dissertations and Theses Repository](#) (**mandatory**)

Before the defense (a):

- i. When submitting your WP, you must obtain a Turnitin report (plagiarism checker). This tool is integrated into the platform used for submission.
- ii. Students may obtain a plagiarism draft report one month prior to the final submission deadline (stage 1). Depending on these preliminary results, students may be required to review their work. Students may submit the draft closer to the final deadline, but the advisor may not have sufficient time to properly analyse the results, as well as the student to make amends.
- iii. Stage 2
 - All final WPs must be uploaded as a single pdf in an online platform by the established deadline (see Academic Calendar).
 - Students who fail to submit their WPs by the official deadline will not be able to carry out their defenses. The defense date will be moved forward to the next available period. This will imply enrolling in an additional semester (see Student Handbook for more details).
 - The WP pdf file should be saved using the following name: “academic year” [underscore] “semester” [underscore] “student ID” [underscore] “student name” (first name, last name).
Ex. 2021-22_Spring_29123_Joao Lopes
 - High resolution images will make the reports heavier. If applicable, students using images in their reports must include low/medium resolution images.

After the defense (b) - stage 3:

RUN - University's Open Access Dissertations and Theses Repository

- i. After the defense has taken place, students may need to make slight adjustments to their WP as a result of comments/suggestions made by the jury. Alternatively,

corrections may not be necessary. For both cases, a definitive version must be uploaded onto the designated student platform.

This platform will require you to submit and indicate the following:

1. Definitive version of WP
 2. Turnitin final report
 3. Period of embargo if applicable (up to three years, renewable)
 4. Confidentiality agreement (if applicable)
 5. Protocol agreement (if applicable)
- ii. **Each student must individually upload this information.** This must be done until one month after the defense has occurred.
- iii. This is an important obligation which should be met by each student individually, before submitting their certificate request, for graduation purposes.

6.3.5 Important remarks on Final WP Report Submission

- i. Students must submit the WP Final Report until the deadline by uploading it online. This file can only be uploaded **after getting the final approval from the advisor**. There is no formal procedure for this approval, just make sure both of you agree on the final report and discuss the preliminary plagiarism results.
- ii. Should the Advisor consider the WP not ready for defense, **the Advisor should send the student an email explaining the reasons of unsuitability. This email must have the Work Projects team (workprojects@novasbe.pt) and the Pedagogical Council (specialrequests.masters@novasbe.pt) in copy**. It will be the student's own responsibility to upload against the Advisor's opinion.

6.3.6 Public Defense

1. Work Project **defenses will take place exclusively via videoconference, online**, from May 29 to June 09, 2023 (and September tbc, 2023, for Double Degree students).
2. Work Project defense periods are published on the Academic Calendar. This period is equivalent to an official exam period and therefore **students must have these dates free**.
3. The Work Project Team will send students the details of the defense date, time and members of the jury. This information will also be made available on Moodle.
4. Students do not need to print out or send copies of their WP to their supervisor or the jury. A digital copy will be available to the jury, online.
5. Defenses must start on time (Lisbon time zone).
6. The WP is evaluated by a Jury of three Professors in a session that is scheduled by the WP Team for that purpose.

7. Jury members: President, Advisor (or Coordinator and Co-advisors) and Discussant. It is not required that co-advisors are present, but they will be invited to the session.
8. The discussant is responsible for asking most of the WP's discussion questions to the student.
9. The final discussion should take up to 45 minutes. Student's individual presentation should take 15 minutes, followed by 30 minutes maximum for Q&A, final discussion, jury deliberation, defense report signature and grade communication to student.
10. There are no official presentation templates/format. Students are free to use PowerPoint or any other applications when presenting.
11. Defenses are open to the public according to Portuguese legislation. Defenses are announced on the School's official website.
12. Colleagues, family members or others may attend the defense session. They are requested to enter the session up to 5 minutes after the defense has taken place in order not to disturb.
13. Representatives of an organization who were involved in the WP may be invited to attend the session as passive participants only. That is, they have no right to decide the students' grades nor to participate in the group discussion.

6.3.7 Jury deliberation

1. In the final discussion, the **evaluation of the WP** typically considers the criteria below:
 - **Academic Quality:** Depth and quality of Analysis, methodology and the use of appropriate tools (frameworks, transfer of theoretical knowledge);
 - **Practical Quality:** Problem solving ability and added value of the research for practice (e.g., results represent added value for the company)
 - **Communication Skills:** Quality of written report and defense presentation

Note: Students less fluent in English should obtain editing assistance since the quality of the written language will also be evaluated. The School does not provide such support.

2. The final grade of the WP is given by the jury, on a 0 to 20 scale. WP approval requires a final grade greater or equal to 10, granted by the jury.
3. **The grade is given by the jury and therefore final, not subject to revision.**
4. The President of the jury communicates the WP grade to the student, providing him/her some feedback. The president of the jury is responsible for providing some extra feedback in the following two days, should the student ask for it.

6.3.8 Plagiarism

Plagiarism can be defined as deliberate reproduction of work of another person or institution without acknowledgement. It is a serious violation of academic honesty. All sources used for any piece of work should be fully referenced and acknowledged. **Plagiarized work will be disqualified.**

It is highly recommended for students to do their plagiarism test and send the report to the Advisor one month before the WP defense. The Advisor will review the plagiarism report and tell the student to proceed in uploading or rather to change the Work Project. When submitting the final report, the final plagiarism check is also conducted. It will be analyzed by the jury before the defense session.

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If the thesis contains confidential or sensitive information there are two different approaches that can be taken during the WP, as follows. Students and the respective Advisors must analyse them considering the Organization' standpoint and significance of the data for the comprehension of the final work.

i. Embargo period

Embargoed WPs are exception to the immediate disclosure of the work and won't be accessible for a period of time, before the thesis can be made available in the RUN repository.

This is a restriction which could be placed on a WP that allows only the title, abstract, and author information to be released to the public, while the full text of the WP is kept temporarily concealed.

Embargo is requested by the student, on behalf of the Organization, after the defense has taken place.

The embargo period can be 1, 2 or 3 years (an extra period of 2 years can be requested). During this time, the access to the thesis is not allowed to users (except the title, abstract, and author name). After this time, the thesis must be disclosed to the public.

The standard practice in academia and Nova SBE is three years. Yet, it is possible to request an extension of two additional years. For this five-year embargo period students must upload an additional statement at this stage, with the advisor's approval.

ii. Redacted version of the thesis

A redacted version of the WP (should the Organization request it) involves designing the document to partially delete or mask confidential information entirely, in case the information you are dealing with is sensitive or classified. Nonetheless, **students should not redact material unnecessarily**. As a general rule each WP should be as complete as possible.

The Organization reserves the right not to allow its name, brands, time or geographical references to be part of the published thesis. Students and advisor must confirm this with the Organization.

Redacted versions can include the following, as long as the WP includes the required text and other information essential for the understanding and appreciation of the final work:

- Redacting the company name or individual's names (ex: changing the names or inventing a fictitious name for the company)
- Blurring photos/images
- Changing numeric data by multiplying or dividing them by a constant number (example, multiply all numeric data by 5, will allow the information to look different, but still perceptible in terms of data processing)
- Changing the details in the report (precise locations, dates etc)

Nova SBE has a **Confidentiality Agreement template** that can be signed by the Organization, the student and Nova SBE. This document contains:

- A description of what is considered confidential information;
- The student's statement, agreeing not to disclose the confidential information;
- Identifying approaches to the possible use of embargoed period and redacted version (see points i and ii above):
 - o The maximum embargo period for Nova SBE;
 - o The possibility for the Organization to indicate if they intend to keep some data undisclosed (name, brands, time or geographical references...)

The student can download the template from Moodle (Masters Area/Section Work Projects). The student must be the first to sign the document, followed by the company representative and Nova SBE.

The student or the Organization must send the agreement duly signed to workprojects@novasbe.pt. The WP team will collect the Dean's signature and send it to the respective parties once it is signed. Nova SBE may take one month to sign the agreement in peak times. Students are incentivized to start such arrangements at their earliest convenience.

6.3.10 Examples of Work Projects - Directed Research Internship

- From Organizational Level Indicators to Global Goals - Aligning the Impact of a Social Enterprise to the Sustainable Development Goals
Advisor: Ricardo Zózimo
- Towards The Expansion to the Upcoming Cities: A Clustering Approach for LUGGit
Advisor: Qiwei Han

6.3.11 Appendixes

Students can download the Word version of these documents on [Moodle](#)

A Work Project, presented as part of the requirements for the Award of a Master's degree in International Finance, from the Nova School of Business and Economics.

TITLE OF WORK PROJECT

STUDENT FULL NAME

Work project carried out under the supervision of:

(Advisor(s) name(s))

dd-mm-yyyy

Abstract (100 words maximum)

Keywords (minimum of four)

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Work Project team contact information

Planning and Academic Progress Team

Office hours at Student Central: 10 AM – 1 PM, Mon. – Fri.

Email: workprojects@novasbe.pt

Phone: (+351) 213 801 691