

Instructions for Writing Bachelor's and Master's Theses at the Center for Human Resource Management (CEHRM)

Are you interested in writing your bachelor or master thesis at the Center for Human Resource Management (CEHRM)? If so, the following guidelines provide information about what you can expect from the thesis supervision process.

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1 What do theses examine?

Bachelor and master theses test your independent research abilities. Specifically, your thesis gives you the opportunity to demonstrate the academic and theoretical skills that you have developed in your studies. The thesis also enables you to specialize your knowledge in human resource management.

2 Who can get credit for a thesis at the CEHRM?

It is your responsibility to determine whether you can get credit for theses supervised by the CEHRM in your study program.

Generally, bachelor theses at the CEHRM are accepted by the “Economics and Management” program. Master theses at the CEHRM are accepted by the “Economics and Management, core elective (without specialization)” and “Market-oriented Management” program.

Students from all other study program must present confirmation from the responsible delegate/examination board that CEHRM supervision is accepted.

3 What pre-qualifications should I have?

In order to write a bachelor or master thesis at CEHRM, you must meet the admission requirements specified in the "[Guidelines for completing bachelor and master theses](#)" of the Faculty of Economics and Management. Different rules may apply to students in minor subjects or in Philosophy, Politics and Economics (PPE).

A good academic performance in "Human Resource Management" and the participation in related [electives courses](#) offered by CEHRM will give you good qualifications to write a bachelor thesis with us.

To write your master thesis at the CEHRM, you must have completed or be enrolled in the mandatory course “Strategic Human Resource Management”. In addition, you should have completed or be enrolled in at least one of the [elective courses](#) offered by CEHRM (e.g. People Analytics, Leadership, HR Lab, Early Bird - if you have successfully completed one of these courses during your bachelor studies, it will also qualify).

4 How do I choose a topic?

You can find a selection of possible topics and supervisors on our website under "[Topics for bachelor and master theses at the Center for Human Resource Management](#)". You are also welcome to propose a topic that does not fit into the predefined topic areas. To do so, please contact the supervisor who you think would be most appropriate for your topic. A list of supervisors can be found on the [CEHRM website](#).

To apply for a topic, please contact the supervisor directly via email and send the [completed application](#) form along with a copy of your online academic record from the Uniportal. The application form asks for information such as your research question, initial relevant literature, planned research method, your motivation, and your expectations for the supervision. Please use only the space provided on the form. The goal is for you to make initial, informed considerations about your topic and research method; a more detailed concept will be developed after the formal initial meeting.

The supervisor will decide whether to accept or reject your application. It is recommended that you contact the supervisor early and check their availability before submitting an application.

5 How is a supervising relationship established?

Please note that a supervision relationship is not established until you and your supervisor agree on the essential aspects of supervision. These points will be discussed at the initial meeting (see point 6). Only after an agreement has been reached can both of you sign the supervision form provided by your department or program. In addition, the supervision requires that you complete and sign the "[Agreement for bachelor and master theses at the Center for Human Resource Management](#)".

6 How will I be supervised?

The supervision process will be defined by you and your supervisor. Supervision usually consists of three core meetings: an initial meeting, a concept meeting and a feedback meeting. The supervision does not have to take place in person (e.g., can also take place by phone, video chat).

Initial Meeting: Once your supervisor has accepted your topic proposal, you should schedule an initial meeting with them. The aim of the initial meeting is to reach an agreement on the key aspects of supervision and potentially further specify the topic. If you and your supervisor reach an agreement, you both will sign the Thesis Form provided by the Faculty of Economics and Management (or whichever faculty is responsible). To initiate the supervision process, CEHRM also requires the "[Agreement for bachelor and master thesis at the Center for Human Resource Management](#)." Additionally, the release of data may be subject to a data usage agreement. Therefore, please bring the necessary completed documents to the initial meeting or send them to your supervisor in advance.

Concept meeting: We recommend that you discuss your concept with your supervisor about a third of the way through your work. We advise you to make an appointment for this meeting early on and to send your concept to the supervisor in advance. The more informative your concept is, the more constructive your feedback will be. An informative concept includes:

- A draft of the table of contents, including weighting (estimation of page numbers)
- A draft of the introduction, which should comprise:
 - Relevance of the topic for practice and research
 - Research gap
 - Contribution to the literature
- Methodology description (in particular, a plan for analysis and results presentation)
- Initial results from the literature review (especially the search protocol and criteria matrix)
- Time plan for writing the thesis

Feedback meeting: After you have been given a grade on your thesis, you are entitled to a feedback meeting in which your supervisor discusses the grade with you.

Further support: We encourage you to contact your supervisor about any questions or uncertainty. However, further support requires your supervisor to recognize the need and can be linked to additional conditions.

7 What are the formal requirements for your thesis?

Your paper can be written in either German or English, and it can be either empirical or literature-based. It is essential that the topic remains consistent, i.e. the topic cannot be changed without the approval of your supervisor.

In principle, the formal requirements of the "[Guidelines for completing bachelor and master theses](#)" of the Faculty of Economics and Management apply. For proper documentation of the use or non-use of artificial intelligence, please also refer to the "[Guidelines for the use of artificial intelligence \(AI\)](#)". In addition, the title page provided by the Faculty of Economics and Management must be used.

Permissible deviations from these formal requirements are explicitly stated in this policy and include the following

- Instead of the [Harvard system](#), you may use the citation style of the "7th edition of the Publication Manual of the American Psychological Association," known as APA. See the "Guidelines for handling literature & references according to APA7". You should use the chosen citation style consistently.
- For gender-neutral language, please refer to "[Language & Image - A Guide to Equal Treatment of All Genders](#)" (in German) by the University of Lucerne. If multiple genders are implied, retain form using only one form (e.g. firefighters instead of firemen). Replace gender-specific words like "he" or "she" with "they" or use gender-neutral terms like "person" or "individual."

8 What are the deadlines?

The mandatory deadlines can be found in the "[Guidelines for completing bachelor and master theses](#)" of the Faculty of Economics and Management. If you are not doing your main studies at the Faculty of Economics and Management, please check the deadlines specific to your faculty.

You are personally responsible for meeting these deadlines. In order to ensure smooth supervision and timely feedback, please inform your supervisor in advance about the deadlines, the planned submission date and any changes.

9 How do I submit my thesis?

The submission requirements are determined by the Dean's Office and are outlined in the "[Guidelines for completing bachelor and master theses](#)" of the Faculty of Economics and Management. If you are not studying at the Faculty of Economics and Management, please check the specific submission regulations for your faculty.

In addition, your thesis must be submitted to your supervisor as a PDF file via email by the specified deadline, ensuring that all relevant attachments are included.

Relevant attachments are as follows:

- (1) Students are expected to systematically document their literature review in a search protocol and criteria matrix. The search protocol and criteria matrix serve as important documentation tools and must be included as attachments. See the ["Guidelines for handling literature & references according to APA7"](#) for guidance.
- (2) If you are working with data, relevant files such as cleaned data files, data analysis codes, interview guides, transcripts, etc. should also be submitted electronically to your supervisor. Please agree on the details with your supervisor.
- (3) You can download the thesis form, which includes the grade sheet and the declaration of independence, from Uniportal. Please submit the Thesis form to your supervisor as well. Be sure to sign and attach your declaration of independence to the PDF.

10 What criteria will be used to evaluate my thesis?

The evaluation criteria applied to theses at the CEHRM are specified in the documents ["Evaluation criteria for empirical bachelor and master theses at the Centre for Human Resource Management"](#) and ["Evaluation criteria for literature-based bachelor and master theses at the Centre for Human Resource Management"](#). Your supervisor is responsible for grading.

11 You still have questions, what now?

Delia Meyer is your contact person for theses at CEHRM: delia.meyer@unilu.ch (Deputy: Marina Pletscher, marina.pletscher@unilu.ch). If you have not yet been assigned a supervisor, please contact her with any open questions.