



Barcelona School
of Tourism, Hospitality
and Gastronomy

Centre adscrit



UNIVERSITAT DE
BARCELONA

MANUAL FOR DEVELOPING THE MASTER'S CAPSTONE PROJECT

Subject: Master's thesis

Index

1. Presentation	3
2. Skills	4
3. CETT Style manual and citation guide	5
4. Written document's structure	5
4.1. Scientific orientation	5
4.2. Professional orientation linked to public or private institutions	6
4.3. Entrepreneurial orientation / business plan	7
5. Scientific article's structure or executive summary	8
5.1. Scientific article (scientific orientation)	9
5.2. Dissemination article (professional and/or entrepreneurial orientation)	9
6. Additional information	10
7. Plagiarism at the University of Barcelona	11

1. Presentation

Before completing the Master's studies, students must prepare and present a the Master's Capstone Project (MCP) to achieve the certificate, as contemplated in the Study Plan. This project culminates the student's training, being a link between his academic life and his professional life. The main objective of it is that the student goes from receiving knowledge of the sector to contributing, for the first time, either as an observer and connoisseur of a reality.

In this sense, this manual aims to be a support element for the development of the MCP that complements the program of the subject, both for the student and for the teaching staff. This document explains generic aspects common to all academic work, as well as the basic criteria established in the EUHT CETT. Even so, it must be taken into account that each study is unique and requires differential treatment, appropriate to its objectives and subject matter, making the tutor's criteria at all times the guideline to be followed by the student.

It is worth to remember, that the Master's Capstone Project has most of the time because it depends on the program 15 ECTS assigned. Making a similarity with any subject of study of the master's degree, a student dedicates in person around 3 hours a day to training. In this sense, the mentor should ensure that each student has a similar dedication to the MCP, which also allows him / her to demand shorter deadlines.

Likewise, it is essential that the student assumes that the MCP entails the achievement of the ECTS credits and, therefore, very often implies the preparation of field work that entails a significant investment of time. It is advised that the student carry out a realistic and coherent time planning with the real availability of it, equivalent to a semester period of classes.

Finally, let us remember that the MCP is a useful and real training tool, in which the student must reflect not only their integration of knowledge, but also their creativity and decision-making capacity (from the selection of the topic to the approach to strategies of future). In addition, it becomes a means of research and increasing knowledge of the tourism sector, in which, due to its transversality as a social phenomenon, many unexplored areas remain.

2. Skills

BASIC SKILLS

BS6 – Students must have a thorough understanding knowledge that provides a base or opportunity for original development and / or application of ideas often in a research context.

BS7- Students should be able to apply the gained knowledge and their problem-solving skills to new or less known environments within a wider cross-disciplinary related framework.

BS8- Students should be able to integrate knowledge and meet the challenge posed by the complexity of formulating judgments based on information which, despite being incomplete or emulated, allows for the inclusion of reflections on the social and ethical responsibilities related to the application of their knowledge and judgment.

BS9- Students should be able to clearly and unambiguously communicate their conclusions as well as the knowledge and ultimate reasons supporting them to both specialized and non-specialized audiences.

BS10- Students should gain learning skills that allow them autonomous or self-directed lifelong learning.

GENERAL SKILLS

GS1 – Business oriented.

GS2 – Teamwork.

GS3 – Have initiative and an entrepreneurial spirit

GS4 – Exercise leadership.

GS5 - Apply the information and communications technologies to the optimization of effectiveness in the organization.

GS6 – Identify, bring up and solve problems creatively, interpreting and evaluating the results obtained while retaining a critical spirit.

SPECIFIC SKILLS

SS1 – Design and implement marketing strategies that respond to new emerging business opportunities in the sector.

SS2 – Coordinate and manage the marketing activity in restaurant businesses and hotel companies.

SS3 – Adapt the management style to the different context and situation of the companies.

SS4 – Optimize the economic and financial resources management in restaurant businesses and hotel companies.

SS5 – Assess investments and making decisions on new projects by means of managing and controlling associated risks.

SS6 – Define politics needed to achieve the results come out from the company's strategic analysis.

SS7 – Plan, coordinate and control the organizational processes and the service processes in all areas of management in hotel companies and restaurant businesses.

SS8 – Develop the digital skills needed to manage information in the area of business management.

3. CETT Style manual and citation guide

The MCP should refer to the main theories, models, concepts and research in the chosen area of interest. In this sense, it is necessary for the student to carry out a work of identification and analysis of the main sources of documentation linked to the subject under study, in order to configure a state of the question for research, a review of the contributions to the topic to be analyzed or to the possible models and tools that could be used in the professional field. All the information included in the MCP that has been extracted from the various sources of information consulted must be duly referenced in the text and in the final reference section.

The student must follow the citation and reference system based on the APA standards, which can be consulted in the CETT-UB Style Manual available in the Student Guide.

4. Written document's structure

In this section, the requirements that each of the Final Master's Projects must contemplate according to their orientation are gathered:

4.1. Scientific orientation

- **Cover page:** title, author / s data, academic tutor data, CETT-UB logo and degree
- **Abstract/resumen:** gathers the objectives, methodology, main results and conclusions of the research. It is recommended that its length does not exceed 200 words. It will be included in English and Spanish.
- **Keywords:** a maximum of 5 keywords that describe the most important research topics. They will be included in Spanish and English. They must be arranged alphabetically.
- **Index:** Project's content
 1. **Introduction:** presentation and contextualization of the project topic, justification of the chosen topic and presentation of the work structure.
 2. **Objectives:** definition of the general and specific objectives, that is, the goals to be achieved in the project. Formulation of hypotheses, when appropriate.

3. Theoretical framework: theories and concepts on which the research is based.

4. State-of the-Art: current state and contextualization of the object of study.

5. Methodology: type of research (descriptive, comparative, analytical ...), type of methodology (quantitative, qualitative or mixed), data collection instruments (questionnaire, interview, observation, focus group, content analysis, ...) and analysis of the data.

6. Results: presentation of the results based on the data analysis carried out, as well as their interpretation.

7. Conclusions: main conclusions of the research, answer to the research objectives, limitations and recommendations for future research.

- **References:** preparation of the list of sources consulted and referenced in the text of the project. You have to follow the APA regulations. References must be cited correctly in the text and in the References section.
- **Index of images**
- **Index of tables**
- **Index of figures**

4.2. Professional orientation linked to public or private institutions

- **Cover page:** title, author / s data, academic tutor data, CETT-UB logo and degree
- **Abstract/resumen:** gathers the objectives, methodology, main results and conclusions of the research. It is recommended that its length does not exceed 200 words. It will be included in English and Spanish.
- **Keywords:** a maximum of 5 keywords that describe the most important research topics. They will be included in Spanish and English. They must be organized alphabetically.
- **Index:** Project's content

1. Introduction: presentation and contextualization of the project topic, justification of the chosen topic and presentation of the work structure.

2. Objectives: definition of the general and specific objectives, that is, the goals to be achieved in the project. Formulation of hypotheses,

when appropriate.

3. Theoretical framework: theories and concepts on which the research is based.

4. Analysis of the current situation: contextualization of the project topic in its environment (International context, Europe, country ...) and / or market (tourism, hotel, gastronomic sector, ...), as well as the description of the company / institution / organization.

5. Work plan: description of the phases of the project development.

6. Results: presentation of the results based on the data analysis carried out, as well as their interpretation.

7. Conclusions: main conclusions of the project, response to the objectives, limitations and future lines of intervention.

- **References:** preparation of the list of sources consulted and referenced in the text of the project. You have to follow the APA regulations. References must be cited correctly in the text and in the References section.
- **Index of images**
- **Index of tables**
- **Index of figures**

4.3. Entrepreneurial orientation / business plan

- **Cover page:** title, author / s data, academic tutor data, CETT-UB logo and degree
- **Abstract/resumen:** gathers the objectives, methodology, main results and conclusions of the research. It is recommended that its length does not exceed 200 words. It will be included in English and Spanish.
- **Keywords:** a maximum of 5 keywords that describe the most important research topics. They will be included in Spanish and English. They must be organized alphabetically.
- **Index:** Project's content

1. Introduction: presentation and contextualization of the project topic, justification of the chosen topic and presentation of the work structure.

- **2. Objectives:** definition of objectives around a specific business idea.

- **3. Description of the business idea:** definition of the mission, vision and values, description of the business idea, as well as the product or service to be offered.
- **4. Market and company:** external analysis (macroenvironment -definition of the sector, sociodemographic trends, economic and political factors, ...- and microenvironment -analysis of competition and customers-) and internal (resources, SWOT analysis, ...)
- **5. Marketing and sales plan:** strategic marketing (market positioning, competitive advantages, customer profile, market and sales objectives) and operational marketing (description of the product or service from a commercial point of view, prices, distribution, communication plan, management and customer loyalty the clients)
- **6. Operations plan:** technical description of the product or service, manufacturing and service processes, agreements and alliances, supplier management.
- **7. Human resources management plan, organization and legal structure:** legal structure and legal form and human resources and organization plan (organization chart, definition of responsibilities and functions and jobs).
- **8. Economic and financial plan:** investment plan, financing plan, sales and income plan, cost forecast and income statement, EBITDA, NPV.
- **9. Conclusions:** response to the objectives, main strengths of the project and future prospects.
- **References:** preparation of the list of sources consulted and referenced in the text of the project. You have to follow the APA regulations. References must be cited correctly in the text and in the References section.
- **Index of images**
- **Index of tables**
- **Index of figures**

5. Scientific article's structure or executive summary

According to the MCP typology, the requirements that the project synthesis must contemplate will be different. Research-oriented projects will be synthesized in a scientific article, which is a relatively short academic writing intended for publication in scientific journals. In the framework of professional projects, it also supposes a synthesis of the MCP in an article, although its dissemination will be oriented to the public and / or private sector.

As follows, the structure of each type of article is presented, which in no case should exceed 15 pages including all the sections.

5.1. Scientific article (scientific orientation)

- **Title:** maximum 20 words. It should be short and precise.
- **Abstract/resumen:** gathers the objectives, methodology, main results and conclusions of the research. It is recommended that its length does not exceed 200 words. It will be included in English and Spanish.
- **Keywords:** a maximum of 5 keywords that describe the most important research topics. They will be included in Spanish and English. They must be organized alphabetically.

1. Introduction: It precisely gathers the presentation and justification of the object of study, the objectives of the research and the current state of the subject of study based on a literature review.

2. Objectives: definition of the general and specific objectives, that is, the goals to be achieved in the project. Formulation of hypotheses, when appropriate.

3. Methodology: Information on the research design is included and the methodology followed is explained (data collection instruments, sample, analytical methods used, ...).

4. Results: presentation of the results based on the data analysis carried out, as well as their interpretation.

5. Conclusions: main conclusions of the research, response to the research objectives, limitations and recommendations for future research.

References: preparation of the list of sources consulted and referenced in the text of the project. You have to follow the [APA guidelines](#). References must be cited correctly in the text and in the References section. We also recommend visiting the page of the [University of Barcelona Resources Centre](#).

5.2. Dissemination article (professional and/or entrepreneurial orientation)

- **Title:** maximum 20 words. It should be short and precise.
- **Abstract/resumen:** gathers the objectives, methodology, main results and conclusions of the research. It is recommended that its length does not exceed 200 words. It will be included in English and Spanish.
- **Keywords:** a maximum of 5 keywords that describe the most important research topics. They will be included in Spanish and English. They must be organized alphabetically.

1. Introduction: It precisely gathers the presentation and justification of the object of study, the objectives of the research and the current state of the subject of study based on a literature review.

2. Objectives: definition of the general and specific objectives, that is, the goals to be achieved in the project. Formulation of hypotheses, when appropriate.

3. Work plan: description of the project development phases

4. Results: presentation of the results from the phases developed, as well as their interpretation.

5. Conclusions: main conclusions of the project, response to the objectives, limitations and future lines of intervention.

References: preparation of the list of sources consulted and referenced in the text of the project. You have to follow the [APA guidelines](#). References must be cited correctly in the text and in the References section. We also recommend visiting the page of the [University of Barcelona Resources Centre](#).

6. Additional information

In order to write in an academic format, the following considerations must be taken into account:

- Impersonal writing, avoiding ambiguities, abstractions and generalities not supported by facts. The information will be presented with maximum objectivity.
- Tables, graphs and figures (maps, images, etc.) will be numbered consecutively and must have a sufficiently explicit title, always citing the sources of origin. In the text they will appear referenced with the expression "See table 1", "See graph 3", etc.
- At the end of the text, the list of bibliographic references will appear following the APA regulations. Only the references used in the preparation of the work will be included.
- Footnotes will be numbered consecutively with Arabic characters. Within the text, the corresponding number will appear in parentheses. Their length and number should be reduced to the absolute minimum.

Some errors that occur with some frequency in the preparation of this type of work and that should be avoided are:

- Plagiarism of texts by other authors, including very long verbatim citations
- Limited vocabulary or repetition of words or phrases.
- Lack or shortage of intermediate punctuation
- Long paragraphs.

- Lack of coherence and balance between the different sections.
- Lack of a clear structure.
- Lack of response to the objectives initially set.
- Conclusions not argued or not derived from the development of the project.

7. Plagiarism at the University of Barcelona

What is plagiarism?

A quick definition would say that plagiarism is to pass off someone else's intellectual or artistic work as one's own. However, it can also be considered plagiarism not to mention the sources consulted for the elaboration of a work, to copy entire fragments, to paraphrase texts, among other unethical practices.

Who does it harm?

In the first instance, plagiarism harms the creator of the original work who sees his copyright violated.

In an academic environment it also harms the teaching activity that sees its function of training and providing knowledge altered. But also, whoever commits it is harmed. The skills of analysis, synthesis and criticism of information sources are fundamental skills for personal and academic development that are also acquired in university education. Plagiarizing you lose the opportunity to develop them.

How to distinguish it?

Aside from the more obvious case of passing off someone else's work as your own, there are other examples of plagiarism:

- Copy fragments, images, graphics and other elements without mentioning their source
- Use information extracted from another work or publication and not mention it in the references
- Paraphrase, rewrite or translate a text without citing the source
- Reuse previous own works without referencing them (self-plagiarism)
- Use other people's ideas or words as their own if they are not considered to be part of general knowledge

How to avoid it?

- Simply observing a series of good practices when preparing a work:

Identify with quotation