

**COURSE DATA****DATA SUBJECT**

Code: 46551
Name: Master's Thesis
Cycle: Master's Degree
ECTS Credits: 9
Academic year: 2026-27

STUDY (S)

Degree	Center	Acad. year	Period
2260 - Master's degree in Quality Management	Facultat d'Economia	1	Indefinite (Individuals)

SUBJECT-MATTER

Degree	Subject-matter	Character
2260 - Master's degree in Quality Management	Trabajo Fin de Máster	MASTER THESIS PROJECT

COORDINATION

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SUMMARY

The aim of the Final Master's Thesis (FMFMFMT) is for students to demonstrate the knowledge and skills they have acquired throughout the Master's degree by means of a written project. The work must present ideas, theories and reasoned explanations on a specific topic related to one of the subjects of the master's degree.

This guide is intended as an aid for students and tutors of Master's dissertations. It should not be seen as a limitation of the attributions of both tutor and student, but rather as a facilitator of the research activities to be carried out.

The TFM consists of 9 credits and corresponds to the second semester, and its objective is for the student to put into practice the knowledge acquired throughout the Master's degree.

It is basically a written work in which ideas, theories and reasoned and evaluated explanations on a specific topic are presented. It involves the completion, by the student, of a project in which he/she applies and develops the knowledge acquired during the Master's degree. The TFM can be a theoretical/empirical research on a problem/aspect related to Quality Management, or a practical application work on a specific problem/aspect or tool applied in a specific company.

Within this framework, students will be able to choose between two options:

- OPTION A: Master's thesis with a theoretical-empirical research approach.
- OPTION B: Master's dissertation with an applied research approach



If so desired, the Master's thesis can be carried out on the project developed in the company in which the internship was carried out.

Although the tutor will help to design and organise the work, he/she will only be able to do so on the basis of the work that the student is doing, and it is therefore the student's responsibility to develop the project.

PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

In order to submit the Master's Thesis, students must have passed all other courses in the master's program.

COMPETENCES / LEARNING OUTCOMES

2260 - Master's degree in Quality Management

Audit quality management systems including process measurement and monitoring indicators.

Be able to communicate effectively both orally and in writing, adapting to the characteristics of the situation and the audience.

Demonstrate critical and self-critical reasoning within the field of study, considering aspects such as professional ethics, moral values and the social implications of the different activities carried out.

Demonstrate knowledge and understanding of social inequalities based on sex and gender within this specific field of study; integrate the different needs and preferences based on sex and gender into the design of solutions and problem solving.

Design, implement and manage a quality management system in any type of organisation.

Learn autonomously, making informed decisions in different contexts, making judgements based on experimentation and analysis and transferring knowledge to new situations.

Plan and organise all activities related to quality management.

Promote commitment to quality in all departments and at all hierarchical levels of the organisation.

Propose creative and innovative solutions to complex situations or problems specific to the field of knowledge to respond to different professional and social needs.



DESCRIPTION OF CONTENTS

1. General guidelines for the development of the Master's dissertation

The TFM consists of a written work in which the student will expose ideas, theories and explanations reasoned and evaluated on a specific topic (included in the master's program) and, for its development, must follow the recommendations in form and content of an academic work.

Regarding the focus of the work, as indicated in the degree verification, the student may choose between two options:

- OPTION A: Master's thesis with a theoretical-empirical research approach. This type of work must contain a review of the contributions to the topic to be analyzed, or at least of the possible models and tools that could be used in the specific field, showing a mastery of the relevant sources of information.

- OPTION B: Master's thesis with an applied approach. This type of work must include a first part where the model or tool applied to the company under study is theoretically documented, and a second part where a description of its application is made.

In both options, the Master's thesis will be carried out individually under the supervision of the assigned tutor. The writing must be, at all times, formal and correct, as it corresponds to a work of this level.

2. Student tutor work sessions

During the development of the work the student will have to carry out, at least, three tutorials to supervise: approval of the topic, the structure of the work, concretion of the objectives, each one of the parts of the work and, consent of delivery. These sessions are mandatory and therefore, evaluable.

3. Structure of the work

Next, the structure and form requirements that the student must fulfill in the elaboration of the work are specified.

The structure of the paper must include the following sections:

INDEX: It must present the different sections, chapters, headings, etc., that make up the structure of the paper.

INTRODUCTION: It should include: presentation of the topic; justification of its interest; brief statement of the objectives of the work; brief statement of the methodology followed and presentation of the structure of the work.

THEORETICAL PART: Formed by several headings or chapters. It is the conceptual part and is the result of a bibliographic review and analysis of the main contributions that exist on the subject of the work. It must include a section that contemplates the theoretical proposal of the work and that will give rise to the structure of the applied part.

METHODOLOGY: A section describing all the activities carried out by the student to obtain the information, both of the theoretical and the applied part. In addition, it must include a chronogram of the activities followed for the elaboration of the work.

APPLIED PART: Description of the results obtained, developed with the necessary headings. This part must be consistent with the theoretical part.

CONCLUSIONS: The conclusions of the work must be original (own), with added value, and derive from the analyses carried out and, therefore, give an answer to the objectives set.

BIBLIOGRAPHY: This section should include the bibliography consulted for the preparation of the work. If



the IA_i generative tool (to search for ideas, generate images and paraphrase) is used as a support for consultation, the prompts used in the annex of the work should be indicated. ANNEXES that you deem appropriate, with graphs, tables, documents, etc.

FORMAL ASPECTS

The paper must meet the following formal requirements:

- Font: Times New Roman 12 and 1.5 spacing.
- Use of the official cover page and the table of contents template available in the virtual classroom of the subject.
- Bibliographic citations in the text should be carried out according to standardized norms and these should appear in the final bibliography including only the citations used. In both cases according to APA 7.
- Graphs, charts and tables should be related to the content of the text and, therefore, reference should be made to them (as close as possible to the related content). The source from which the data have been obtained should always be accurately cited; otherwise it could be considered plagiarism.
- An index of the tables and figures that appear in the content of the paper should be included.
- The paper should be numbered in the center of the page.

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at supplementary activities	0,00
Monitoring and tutoring of the master's thesis	20,00
Presentation and defence of the master's thesis	40,00
Total hours	60,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Independent preparation of the master's thesis	30,00
Preparation of the master's thesis project	10,00
Total hours	40,00

TEACHING METHODOLOGY

Below are different proposals for projects to be carried out by students. Although the list is only indicative, as it is foreseeable that new activities may be included and/or modified, this does not prevent it from being a basic point of reference.

Proposals for projects on Quality and Human Resources

Analysis of the organisational and human changes following the application of the ISO 9001 standard.



Analysis of the organisational and human changes following the application of an advanced TQM model.

Elaborate a plan for improving human resources management in a service company: diagnosis of HR practices and proposals to support the quality management initiative.

Analyse human resource management practices, focusing on the design of work and workplaces, producing a report on the extent to which these practices support a quality management initiative or have undergone changes with the introduction of a quality management initiative.

Analyse the training and participation systems implemented by the company and assess the extent to which they are adequate, encourage the involvement of people in the quality management initiative, their motivation and level of satisfaction. Analyse the role played by human resources departments in companies that implement quality management (for example, whether they only carry out administrative tasks or tasks of greater importance at the organisational level).

Analyse the attitude of employees towards quality management initiatives (for example, do they interpret them as a challenge or, on the contrary, do they believe that it is an additional workload).

Analyse the link between the company's involvement in a quality management initiative and high performance practices. Does the link between the two improve business performance?

Proposals for projects on Quality and Marketing

Design of a plan to improve customer satisfaction.

Design of a customer loyalty plan.

Proposal of ways to articulate marketing strategies focused on the delivery of quality service. Analysis of consumer choice behaviour in the face of the quality offer.

Study of the antecedents of satisfaction/dissatisfaction and complaint behaviour. Possible relationships between satisfaction, loyalty and some antecedents. Measurement of the results of quality, satisfaction and/or customer loyalty plans.

Proposal of projects to be developed by students ISO 9001 Model and EFQM Model.

Carry out an initial diagnosis to determine the starting point for the implementation of a quality management system based on the ISO 9001: 2015 standard.

Create part of the necessary documents for the design and implementation of a quality system based on the ISO 9001: 2015 standard (e.g., the process map, the selection of a key process for the chosen organisation, and the development of work procedures linked to this process, as well as the design of the necessary registers).



Carry out an internal audit of the quality system of the selected organisation in order to check whether the information collected in the documentary system reflects the day-to-day reality of business activity. Generate the strategic framework (objectives and basic strategic lines) of the selected organisation, making reference to the use of the EFQM Excellence Model as a reference for business management.

Carry out a self-assessment exercise using the EFQM Excellence Model as a reference and using the formulas approach. To generate a comprehensive improvement plan for the selected organisation through the application of self-assessment according to the EFQM Excellence Model using the questionnaire approach.

To begin the Master's thesis, each student will prepare a 2-3 page document with the objective and justification of their work, a short guide with the structure of the work, the methodology, the expected results and the bibliography reviewed and to be reviewed. In this document the student will also indicate in which option the work falls -option A or option B-. Once this document has been reviewed with the tutor, the tutor will give his/her approval and agreement for the work to be carried out.

In the virtual classroom of the course, the student will have available the format requirements and the title page of the paper.

During the course of the work, the student will be able to request tutorials from the tutor to resolve any doubts and to make progress reports for revision. Finally, when the work is finished, the tutor will have to give the approval so that the student can submit it to the official platform of the university, ENTREU on the date established for this purpose, having to comply with the requirements of content and form established in this guide.

For the processing of information through the use of Generative Artificial Intelligence (GAI) tools, the following considerations must be taken into account:

- ¿ As a general rule, GAI tools may not be used to achieve the main objective of assessment activities
- ¿ Teachers will explicitly indicate under what conditions and for what type of activities the use of GAI is permitted or restricted.
- ¿ If the student uses any GAI tools, they must indicate this in the work submitted. They will include a footnote or an appendix containing the prompt used, its various modifications and a fragment of the most relevant text from the response.

EVALUATION

A minimum grade of 5 is required to pass the course. A public defense of the thesis will be considered a necessary, but not sufficient, condition for passing the course.

The thesis must be submitted to the UV's ENTREU platform with the signature and authorization of the academic advisor.

SUBMISSION DEADLINES

1st CALL: July 13, 2026



2nd CALL: September 11, 2026

In accordance with the above, the evaluation of the thesis will be based on the following criteria: review of the concepts, tools, and sources of information consulted; methodology; clarity and depth of the analysis performed; coherence of the conclusions; and a public defense of the thesis. These criteria, as well as their weighting, should be considered as guidelines.

REFERENCES