

**ΟΙΚΟΝΟΜΙΚΟ  
ΠΑΝΕΠΙΣΤΗΜΙΟ  
ΑΘΗΝΩΝ**



ATHENS UNIVERSITY  
OF ECONOMICS  
AND BUSINESS

**Guidelines for the Preparation of Master's Thesis / Internship  
Report  
Professional MSc in Digital Transformation**

**Athens**

**2024**



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### Duration of Master's Thesis

The Master's Thesis is prepared during the 3rd semester of studies for the Full-Time Program. The duration of the Master's Thesis is one (1) semester, and it must be submitted by January 31.

### Finalization Procedure for the Master's Thesis Topic

The Steering Committee, upon request from the candidate, including the proposed title of the thesis, the suggested supervisor, and an attached summary of the proposed work, appoints the supervisor of the thesis and forms a three-member examination committee for the approval of the work. The committee consists of the supervisor and two (2) other faculty members or researchers with a Ph.D. degree in the relevant fields (A', B', or C' categories) and expertise related to the subject of the thesis. The thesis should have a research character, clear correlation with current research literature, and, if possible, a practical application field. Particularly regarding the practical application field, the thesis can be carried out in collaboration with a company or organization as an internship, with a duration equivalent to at least 3 months of full-time employment, aiming to solve real problems related to the Master's Thesis subject.

The internship carries the same number of credit units as the Master's Thesis, as specified in the Study Regulation.

### Evaluation

The Master's Thesis should demonstrate both depth and quality at the postgraduate level. Through the thesis, the student proves a comprehensive understanding of the scientific field of the work.

The evaluation of the Master's Thesis is conducted by the three-member Examination Committee, which the student defends the thesis in front of. The evaluation is based on the technical content, text quality, and oral presentation. In the case of Internship, the assessment also considers the supervisor's evaluation from the company where the student worked, completed after the end of the internship. The assessment is confidential and is received by the Secretariat via email or in a sealed envelope. The final grade of the Master's Thesis is determined by both the final presentation of the thesis to the examination committee and intermediate progress presentations.



After the final presentation, a protocol is drafted and signed by the examination committee. For the registration of the Master's Thesis grade, the presentation protocol is submitted to the Postgraduate and Doctoral Studies Secretariat of the School of Business Administration.

Once approved by the examination committee, the Master's Thesis is uploaded to the School's website and electronically submitted to the Postgraduate and Doctoral Studies Secretariat of the School and the Library of the University with the aim of being made available in relevant repository systems

### Extension Right

If a student fails to complete their thesis within the specified time frames mentioned above, they are entitled to an extension upon a justified proposal from the supervisor. The extension period is determined by the supervisor.

### Re-examination Right

In case of failure in the thesis examination, the student may be re-examined once, not earlier than three months and not later than six months from the previous examination. In the event of a second failure, the student is removed from the program after a decision by the assembly.

### Structure of the Thesis

The thesis is recommended to follow the structure outlined in the template available on the Eduportal for the respective course. To be accepted, the thesis must be at least 50 pages or 10,000 words in total. This includes the section of the thesis that addresses the content of the internship in cases where it has been undertaken. The relevant section is omitted from the structure when no internship has been completed.

Although the chapters presented in the template may vary depending on the nature of the thesis, it is requested in every case to include the chapters Introduction, Related Work, Theoretical Background, and Evaluation.



In the case of conducting Practical Training, part of the title and certain chapters concern only the practical training, and there is a relevant note in the template for each chapter.

## Content of the Thesis

The content of the thesis must cover the following:

- The thesis aims to address one or more research questions on a specific contemporary topic in the field of Digital Transformation. Clear articulation of the research questions is a prerequisite for thesis preparation.
- Justification of the significance of the topic (why it is important to engage with the specific topic).
- Review of existing literature related to the thesis topic. The existing literature should include at least 15 articles published in scientific journals and articles from other sources.
- Formulation of conclusions that answer the research questions and documentation of conclusions based on international literature.
- A bibliography listing the articles used in alphabetical order. The Harvard referencing style should be followed, as detailed on the provided website (<https://www.ub.umu.se/en/write/references/writing-references-harvard>).
- Proper citation of sources for any information taken from a source, including the author's name and publication year.

In each citation:

- If the article has only one author, include the author's name and the publication year, e.g., (Doukidis, 2019).
- If the article has two authors, include both authors' names and the publication year, e.g., (Doukidis & Lekakos, 2019).
- If the article has three or more authors, use the first author's name and "et al." along with the publication year, e.g., (Doukidis et al., 2019).



### Additional Content if Internship is Included

In case the thesis has been partially or entirely developed in collaboration with a company, up to 50% of the content may be related to the relevant Internship, while the remaining part focusing on Field Research should address a topic relevant to the internship following the guidelines of the previous section. The section describing the practical training should include the following:

1. Description of the Internship Position, the company, and the department(s) where it was conducted.
2. Description of the tasks or activities in which the student participated. It is crucial to describe the role and contribution of the student in the activities undertaken.
3. Detailed presentation of the main activities undertaken by the trainee. For each activity, the following should be covered:
  - a) Detailed Activity Description
  - b) Best practices/methods or tools related to the subject of the undertaken activity
  - c) Description of Trainee Deliverables
  - d) Duration
  - e) Delays in relation to the initial schedule
  - f) Issues encountered during the implementation of the activity that affected its realization.
4. Updated Chronological Work Schedule
5. Critical Evaluation of Business Operations
6. Comments and Observations

### Text Specifications

For the preparation of the thesis, the use of the provided template on Eduportal is required. Specifically, the formatting of the final deliverable should be as follows:

- a. Size: A4
- b. Font: Times New Roman
- c. Font Size: 11
- d. Page margins as in the template and not less than the following: Top: 2.54 cm, Bottom: 2.54cm, Left: 3cm, Right: 2cm.



- e. Tables, Figures, and Images used should be numbered and accompanied by appropriate descriptions (titles).

Για την προετοιμασία της Διπλωματικής απαιτείται η χρήση του πρότυπου αρχείου που έχει αναρτηθεί στο Eduportal.

Αναλυτικά, η μορφοποίηση του αρχείου του τελικού παραδοτέου θα πρέπει να είναι ως ακολούθως:

- a. Μέγεθος: A4
- b. Γραμματοσειρά: Times New Roman
- c. Μέγεθος γραμματοσειράς: 11
- d. Περιθώρια σελίδων όπως στο πρότυπο και πάντως όχι μικρότερα από τα ακόλουθα Top: 2.54 cm, Bottom: 2.54cm Left: 3cm, Right: 2cm.
- e. Πίνακες, Σχήματα και Εικόνες που θα χρησιμοποιηθούν, θα πρέπει να είναι αριθμημένα και να συνοδεύονται από κατάλληλη περιγραφή (τίτλο).

### Quality Assurance of the Final Deliverable

It is noted that a plagiarism detection software called Turnitin has been integrated into the educational platform as a plugin. Using this tool, the submitted works by students are compared with other content stored in the Turnitin database, other online sources, and content from publishers collaborating with Turnitin. A similarity report is then generated, visible to both the instructor and the student if allowed by the instructor. Additionally, the option to store the submitted works in the Turnitin database (Standard Repository) can be activated.

### Progress Reports / Progress Seminars

During the preparation of the thesis, two interim deliverables are submitted, followed by two progress seminars. The first seminar takes place in October and December each year, aiming to ensure that students have contacted their instructor, finalized their thesis topic, and made progress. The second seminar ensures that progress has been made in the work. The overall goal is to ensure the smooth progress of the thesis within the defined time limits set by the Study Regulations. The supervision of



the process is carried out by the Internship Coordinators, members of the Department's Teaching and Research Staff, who participate in the seminars and monitor the students' progress.

## APPENDIX A: Internship

### General Terms for Carrying out Internship

1. Undertaking an Internship constitutes a dimension of the mandatory Master's Thesis, in accordance with the Study Regulations of the MSc in Digital Transformation.
2. The duration of the internship is a minimum of 3 months, with employment up to 40 hours per week, at a provider company with the aim of solving real problems related to the subject of the Master's Thesis.
3. Students' internships are supervised by a company executive and a professor from the Postgraduate program. The student is obliged to promptly inform the secretariat about the contact details of the assigned supervisor.
4. Upon completion of the internship, the student informs the company supervisor that they need to complete their evaluation, which concerns their progress in the company. The internship supervisor completes and confidentially sends the evaluation to the Secretariat of the MSc, which is taken seriously into account when evaluating the student by the Evaluation Committee.

### Implementation Stages of the Internship for the Student and the Enterprise

#### Students

##### **First stage:**

The student expresses interest in the Internship program either directly by visiting the program's secretariat or electronically by completing the student's expression of interest form, by December 20 of each academic year.

##### **Second stage:**

The secretariat informs the students about the internship process, starting with the selection of host organizations where they want to carry out their internship. Students are given the right to choose up





to five (5) internship positions at the desired host organizations by completing the Host Organizations Declaration form.

**Third stage:**

The secretariat sends the students' resumes to the host organizations they have expressed interest in. After examining a student's resume and if it meets the specifications set by the host organization, an interview follows to make initial contact with the student, or any internal procedure specified by each host organization.

**Fourth stage:**

If there is interest from the host organization, the program coordinators are informed, and the student begins their internship. The agreement on coordination and working hours is reached between the student and the respective supervisor without the intervention of the coordinators of the postgraduate program.

**Fifth stage:**

In case a student does not receive a positive response from the first five job positions, the process of sending their resume to another five (5) internship positions, not selected by other MSc students, is repeated.

**Enterprises**

**First stage:**

The host organization expresses its interest to the program secretariat by completing the Host Organization Expression of Interest form.

**Second stage:**

The host organization accepts students' resumes and conducts relevant interviews to decide which student(s) to select.

1. The host organization contacts the students they have chosen to finalize the intention of cooperation and determine the duration of the internship.
2. The host organization informs the program secretariat about:
  - i. The names of the students they have agreed upon.



- ii. The duration of the collaboration to ensure compliance with the predetermined internship limits (3-6 months).
- iii. The working hours.

**Third stage:**

The tripartite agreement is signed.

**Fourth stage:**

The internship begins. Typically, students of the program can start immediately once the contract is signed.

**Important Note:** The Secretariat can provide a certificate that the students chosen by the host organizations to intern are covered for student insurance and labor inspection purposes.

### Internship Assurance System Documents

The documents ensuring the smooth operation of the internship institution of the postgraduate program are as follows:

1. **Student's Expression of Interest for Internship within the Framework of the Dissertation:** The student formally expresses their interest in undertaking an internship as part of their Master's Thesis.
2. **Expression of Interest from the Employment Agency (Host Organization):** The employing organization expresses its interest in hosting interns.
3. **Student's Expression of Interest with Selection of Host Organizations:** The student indicates their preferred host organizations for internship placement.
4. **Internship Agreement:** A contractual agreement is established between the Higher Educational Institution (HEI), the student, and the host organization. This agreement outlines the terms and conditions of the internship.
5. **Student's Internship Evaluation Form by the Supervising Host Organization:** An evaluation form completed by the host organization's supervisor assessing the student's performance during the internship.



6. **Student's Internship Evaluation Form:** A self-assessment form completed by the student, reflecting on their internship experience.
7. **Monthly Report:** Students are required to submit a monthly report (2-3 pages A4) to their academic supervisor. The report should highlight significant tasks, projects, training, meetings, presentations, etc., in which the student has been involved.
8. **Final Internship Report:** A comprehensive report submitted by the student at the end of the internship, summarizing the overall experience and contributions.
9. **Supervising Officer Declaration Form:** A form filled out by the student, indicating the contact person within the host organization who will be supervising them throughout the internship.
10. **Program Coordinator Declaration:** The responsible party for Human Resources Management or an appointed representative of the company signs the application, confirming their commitment to handle the internship program throughout its duration.

It is essential for the employing organization to express interest in the program formally. This involves signing the agreement and complying with the internship terms set by the professional postgraduate program in Digital Transformation. The completion of the student's expression of interest, including the selection of preferred host organizations, ensures the placement aligns with their preferences.

The completion of these documents is crucial for the proper organization and documentation of the internship program. Evaluation forms, both from the host organization and the student, contribute significantly to the final assessment of the student's performance. For further information on program documentation, detailed documents related to the internship program are presented in the appendix of this guide.

### [New Companies in the Program Guide](#)

The host organizations that accept students for internships primarily belong to the department and postgraduate program's contact list in Digital Transformation. Nevertheless, the inclusion of a host organization in the internship program is not ruled out, and it can happen through the personal initiative of students approaching a preferred host organization. In this case, the student needs to contact the host organization and explain the following:



- The company ensures the intern the necessary conditions for their internship at its facilities and designates the supervisor overseeing them. The intern is supervised by the responsible person from the Department's Internship Office or the Human Resources Management representative at the company.
- Furthermore, the company needs to provide the intern with all the information deemed necessary to complete the assigned tasks, as well as the required technical infrastructure.
- Once the student completes their internship and submits the necessary documentation, they receive the agreed-upon monetary compensation for their internship.

Additionally, when communicating the benefits that a company can gain from this postgraduate student program, the following points should be emphasized:

- Businesses, through hosting interns, aim to address continuously emerging needs and establish connections for recruiting future personnel through the Postgraduate Program.
- Interaction with the Internship Office strengthens the connection between businesses and the University, fostering collaboration on research or practical applications.

## Contact Information

**Contact person for the Internship Program:**

Secretary of the Professional MSc in Digital Transformation Program

Email: [digitaltransorfmaton@aueb.gr](mailto:digitaltransorfmaton@aueb.gr)

**Internship Supervisor :**

**Internship Committee**



## APPENDIX B: Internship Documentation

The documentation required for the internship process includes the following:

- Expression of Interest by the Student for Internship within the Framework of the Thesis Work
- Expression of Interest by the Employing Organization (Host Institution)
- Student's Expression of Interest with Selection of Potential Host Institutions
- Declaration of a Specific Supervisor by the Host Institution for the Student
- Internship Evaluation Form by the Student

**INTEREST EXPRESSION FORM FOR PARTICIPATION IN THE INTERNSHIP PROGRAM**

First Name/s: .....

Last Name/s: .....

Student Id Number: .....

Telephone: .....

E-mail:.....

I declare that I wish to participate in the 'Internship Program' as part of the completion of my Master's Thesis.

THE UNDERSIGNED  
(Signature)



**Expression of Interest Form**

- Name of the Host Organization wishing to participate in the Internship Program

.....

- Number of students that can be employed:

†1

2

†3

†4

†5

- Full name(s) of student(s) in case there has been direct communication between the company and the student(s)

.....

Contact phone / mobile:.....

E-mail:.....

- Opportunity for student employment in:

†

.....

.....

.....

.....

† Please provide a detailed description of the expected tasks or deliverables.

.....

.....

.....

.....

- Communication Manager

Last Name: .....

First Name: .....

Department : .....

Place of employment for students: .....

Street Name: .....

Number: .....

Postal code: .....

Telephone: .....

Fax: .....

E-mail: .....

**DECLARATION OF INTEREST BY THE STUDENT - SELECTION OF HOST ENTITIES - POSITIONS FOR  
INTERNSHIP**

First Name/s: .....

Last Name/s: .....

Student Id Number: .....

E-mail:.....

I declare that the positions and host entities that interest me for an internship are the following:

1. ....
2. ....
3. ....
4. ....
5. ....

Attached is my curriculum vitae.

**The undersigned**

**DATE**

(SIGNATURE)





**STATEMENT OF INTERNSHIP / DISSERTATION SUPERVISOR**

First Name/s: .....

Last Name/s: .....

Student Id Number: .....

E-mail:.....

In the last semester of my studies, I declare that I will undertake an internship with the topic:

.....  
.....

At the hosting organizatio: .....

dissertation with the topic::

.....  
.....

The internship/dissertation will be carried out under the supervision of:

.....

**The Supervisor Professor**

**The undersigned**

(SIGNATURE)

(SIGNATURE)

**Approved,**

**The Director of the PMSc  
Program**

(SIGNATURE)



**Internship Evaluation Questionnaire for Companies/Organizations of the  
Professional MSc in Digital Transformation**

**A. Intern's Personal Information**

Full Name:

Department:

Internship Period:

**B Company Information**

Company Name:

Address:

Questionnaire Completion Date:

Internship Supervisor in the Company:

Position in the Company:

Contact Number:

E-Mail:

Number of Employees in the Organization:

<5    6-20    21-50    50-100    100-500    >500

**C. Evaluation**

**Evaluation of the progress of the intern student:**

1. In which sector and with what projects was the intern engaged?



2. How satisfactory do you consider the assistance provided by the postgraduate secretariat in organizing the internship?

Not at all    A little    Quite    Very    Extremely

3. What was the communication frequency of the supervisor (from the company's side) with the intern?

Daily    Weekly    Monthly    Rarely

4. Do you believe that the knowledge acquired by the intern from the postgraduate program was sufficient to meet the job requirements?

Not at all    A little    Quite    Very    Extremely

5. How satisfied are you with the overall performance of the intern?

Not at all    A little    Quite    Very    Extremely

6. To what extent do you believe that the experience gained during the internship will help the intern in their professional development?

Not at all    A little    Quite    Very    Extremely

7. Would you participate again in the Postgraduate Internship Program?

Yes    No    Possibly

If not, why? \_\_\_\_\_

\_\_\_\_\_

8. Please specify the benefits gained by the company.

9. Did you hire or do you plan to hire the intern in your organization after the completion of his internship?

Yes     No     Possibly

10. Within the framework of connecting the job market with education, special seminars and informational events are organized. Are you willing to present topics related to the expertise of your company?

Yes     No

Please provide indicative topics:

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11. Please complete (with X) the table below indicating the intern's performance in the criteria of the first column.

Performance Criterion	Low	Moderate	Good	Very Good	Excellent
Productivity					
Quality of Produced Work					
Responsibility/Consistency					
Learning Adaptability					
Organizational Skills					
Adaptability/Communication Skills					

**Low:** Performance below the supervisor's expectations

**Moderate:** Acceptable performance with significant room for improvement



**Good:** *Acceptable performance with room for improvement*

**Very Good:** *Satisfactory performance*

**Excellent:** *Acceptable performance exceeding the supervisor's expectations*

12. Suggestions for improving the Internship process

Signature - Stamp



### Internship Evaluation Form

Internship Period:

Completion Date of the Form:

Company/Enterprise:

1. How satisfactory were the services provided by the Secretary of your postgraduate program?  
 Not at all  Fair  Quite good  Very good  Excellent
2. Are you satisfied with the organization handling your Internship?  
 Not at all  Slightly  Moderately  Very  Extremely
3. How good was your collaboration with the company's Work Supervisor?  
 Not at all  Average  Quite good  Very good  Exceptional
4. Was the content of your work related to your studies?  
 Not at all  Slightly  Moderately  Very  Extremely
5. To what extent, besides your main tasks, did you occasionally perform other tasks unrelated to your field of study?  
 Not at all  Slightly  Moderately  Very  Extremely
6. Is the duration of the internship:  
 Adequate  Short  Long
7. What was the topic of your internship?



8. Do you consider that the knowledge acquired from your postgraduate program was sufficient to meet the requirements of your job?

Not at all  A little  Moderately  Very  Extremely

9. To what extent have your skills been enriched by your internship?

Not at all  A little  Moderately  Very  Extremely

10. To what extent do you believe that the experience gained during your internship will help you in your professional development?

Not at all  A little  Moderately  Very  Extremely

Any suggestions for improving the Internship Program of the Postgraduate Program.

Signature

.....