Universidad Rey Juan Carlos

TEACHING GUIDE

FINAL MASTER'S THESIS

MÁSTER U. EN BUSINESS ORGANIZATION (INGLÉS)

ACADEMIC YEAR 2026-27

Publication date: 21-06-2026

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b59300518463 5ab31.

I.-Subject Identification	
Type	OBLIGATORIA
Teaching period	1 course, annual
Nº of credits	24
Language in wich the subject is taught	English

II.-Presentation

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b593005184635ab31.

The Master's thesis is a compulsory project that will be tutored by a Master's lecturer and will be presented and defended before an examining board made up of three members, two lecturers from the Master's programme and one external lecturer.
Choice of tutors
- Each student must choose a lecturer/s from the Master's programme to supervise their final project by 15 May at the latest.
. This choice will be made according to the subject chosen by the student. It is recommended to review the areas of research taught by each lecturer.
- Through the Virtual Campus, the student will inform the lecturer(s) of the topic chosen for the Master's thesis and his/her intention to have the lecturer(s) direct the work.
- If the lecturer accepts to direct the dissertation, he/she will begin to guide the student towards its completion.
.- If a lecturer considers that the work proposed by the student is more in line with the area of research taught by another lecturer, he/she will inform the student so that he/she can contact the other lecturer.
- Students who have not chosen a tutor/s and would like one to be assigned to them, should inform the director of the master's degree at: master.orgempresas@urjc.es by 30 May at the latest, and a tutor will be assigned to them. Students who have not chosen a tutor, nor indicated their interest in having a tutor, and therefore have not been assigned a tutor, will not be able to present the final project of master's degree, which must be approved by the tutor.
Rules for the preparation of the Master's thesis
The student can choose between different types of projects:
- Research work: Choice of a research topic and review of the academic literature.
- Case study: Analysis of a real case with an appropriate review of the literature or theoretical foundation academic.
Regardless of the option chosen, the work must be unpublished and it is not acceptable to copy previous works. For the following rules must be taken into account:
- All papers must include: title page, table of contents, page numbering, conclusions and implications of the work and bibliography.
- The first page should include:
- The title of the paper in Spanish and English.
- Name of the author.
- Name of the Master and the Department.
- Name/s of the tutor/s.
- The second page will contain
- The title of the paper in Spanish and English.
- An abstract, in Spanish and English, of approximately 150 words.
- A maximum of five key words.
- On the third page will appear the table of contents with the different headings and sub-headings associated with the specific page of the
paper.
- The following pages will contain the text of the paper, which will end with the bibliography (see
bibliography) and, if necessary, with the annexes.
- The total length of the text must not be less than 35 pages and must not exceed 50 pages.
Font: Times New Roman, size 12.
- Line spacing: 1.5 including graphs, tables, notes and bibliography.
- Margins: 2.5 all.
- Notes should be listed in correlative order. Their explanation will be included at the foot of the page.
- All tables, charts, diagrams, graphs and other illustrations should be numbered consecutively and included in the
text in a place close to where they are cited.
- Bibliographical references cited in the text will be included at the end of the work following the APA style last edition: https://library-guides.ucl.ac.uk/APA/7th-edition
Procedure for the submission of the Master's thesis
The Master's thesis must be submitted in two ways (both of which are compulsory):
- Through the URJC's Master's thesis submission platform: https://gestion2.urjc.es/tfm/
- In electronic format (PDF file) at master.orgempresas@urjc.es.
Presentation of the final dissertation
All students must give a public presentation of their final dissertation in front of a panel of three members. The presentation will take place in the classroom in which the student is invited. There will be a presentation of the work lasting a maximum of 15

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b59300518463 5ab31.

minutes and then, for 5 to 10 minutes, the members of the panel may ask questions of the student. The oral presentation must be accompanied by a visual presentation.
The public defence of the master's thesis will be conditioned by:
- Obtaining the compulsory master's degree credits in accordance with URJC regulations. That is to say, students who have not passed the subjects of the master's degree (in the first or second call), necessary to present their TFM, will not be able to present their work and therefore will not obtain the 24 credits of the master's degree dissertation.
- The approval of the tutor/s for the presentation of the Master's thesis. For this purpose, all work must be authorised by the tutor on the platform before being considered for presentation in a tribunal.
- The identification of the candidate in the examining board by means of an identity card and/or passport is compulsory.

III.-Learning outcomes

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b59300518463 5ab31.

CG01. Habilidades básicas de gestión de la información en la investigación.
CG02. Capacidad para exponer con argumento los puntos de vista propios y analizar y valorar alternativas en los trabajos de investigación.
CG03. Habilidad para verificar e integrar conocimientos actualizados en el ámbito de la Organización de Empresas.
CG04. Capacidad para aplicar el conocimiento a la práctica de forma creativa.
CT01. Aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios.
CT02. Integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta y limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.
CT03. Comunicar sus conclusiones a públicos especializados y no especializados de un modo claro y sin ambigüedades
CT04. Adquirir habilidades de aprendizaje que permitan continuar estudiando de un modo que habrá de ser en gran medida auto-dirigido y autónomo.
CT05. Desarrollar el razonamiento crítico y la capacidad para realizar análisis y síntesis de la información disponible
CB6 - Poseer y comprender conocimientos que aporten una base u oportunidad de ser originales en el desarrollo y/o aplicación de ideas, a menudo en un contexto de investigación
CB7 - Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio
CB8 - Que los estudiantes sean capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios
CB9 - Que los estudiantes sepan comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades
CB10 - Que los estudiantes posean las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.
CE01. Saber identificar las necesidades y demandas de los contextos en los que se exige la aplicación de herramientas metodológicas y aprender a proponer soluciones adecuadas para las preguntas de investigación que emanan de las líneas derivadas del ámbito de Organización de Empresas
CE02. Desarrollar el razonamiento y pensamiento crítico para realizar análisis de la realidad empresarial a través de la identificación, descripción y diagnóstico de problemáticas empresariales actuales cercanas al entorno en el que el alumno se encuentra utilizando las herramientas estratégico organizativas que desde el área de Organización de Empresas se ofrecen, y que utilizan las organizaciones para su propio diagnóstico.
CE03. Aplicar herramientas metodológicas para la solución de problemas y/o preguntas de investigación en el ámbito estratégico-organizativo
CE04. Saber utilizar herramientas de estrategia y organización para identificar y resolver los problemas, tales como análisis de las 5 fuerzas de Porter, Análisis PESTLE, de factores económicos, sociales, tecnológicos, legales y de entorno, análisis del diamante de Porter, análisis DAFO, modelos de cuadros de mando integrales¿
CE05. Aprender a proponer soluciones apropiadas basándose en los modelos empresariales estudiados.
CE07. Obtener información de forma efectiva lo que implica ser capaz de buscar, gestionar organizar y analizar la información bibliográfica relevante en el ámbito de Organización de Empresas, y en cada línea de investigación propuesta
CE10. Evaluar la investigación proyectada por otros investigadores y profesionales, a través del desarrollo de competencias de lectura y síntesis crítica de artículos de investigación de cada una de las líneas de Organización de Empresas que se enseñan en la titulación
CE12. Conocer los principales modelos teóricos que subyacen en los diversos ámbitos específicos de la investigación. Los alumnos adquieren conocimientos específicos de las teorías más relevantes que explican los comportamientos empresariales, como la Teoría de los Recursos y Capacidades, la Teoría de los Costes de Transacción, la Teoría de Capacidades Dinámicas, la Teoría de la Agencia, la Teoría de Dependencia de Recursos, la Teoría Ecléctica¿.

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b593005184635ab31.

IV.-Contents

IV.A.-Syllabus

Rules for the preparation of the Master's thesis
The student can choose between different types of projects:
- Research work: Choice of a research topic and review of the academic literature.
- Case study: Analysis of a real case with an appropriate review of the literature or theoretical foundation academic.
Regardless of the option chosen, the work must be unpublished and it is not acceptable to copy previous works. For the following rules must be taken into account:
- All papers must include: title page, table of contents, page numbering, conclusions and implications of the work and bibliography.
- The first page should include:
- The title of the paper in Spanish and English.
- Name of the author.
- Name of the Master and the Department.
- Name/s of the tutor/s.
- The second page will contain
- The title of the paper in Spanish and English.
- An abstract, in Spanish and English, of approximately 150 words.
- A maximum of five key words.
- The third page will contain the table of contents with the different headings and sub-headings associated with the specific page of the
paper.
The following pages will contain the text of the work, which will end with the bibliography (see bibliography) and, if necessary, with the annexes.
- The total length of the text should not be less than 35 pages and should not exceed 50 pages.
- Font: Times New Roman, size 12.
- Line spacing: 1.5 including graphs, tables, notes and bibliography.
- Margins: 2.5 all.
- Notes should be listed in correlative order. Their explanation will be included at the foot of the page.
- All tables, charts, diagrams, graphs and other illustrations should be numbered consecutively and included in the text in a place close to where they are cited.
- Bibliographical references cited in the text will be included at the end of the work following the APA style last edition : https://normas-apa.org/wp-content/uploads/Guia-Normas-APA-7ma-edicion.pdf
Procedure for the submission of the Master's thesis
The Master's thesis must be submitted in two ways (both of which are compulsory):
- Through the URJC's Master's thesis submission platform: https://gestion2.urjc.es/tfm/
- In electronic format (PDF file) at master.orgempresas@urjc.es.

IV.B.-Training activities

Type	Title
Other activities	attending specialized seminars and training actions
Lectures	time for finding information and data (300)
Academic tutorials	time for solving problems with tutor (200)

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b59300518463 5ab31.

V.-Student workload	
Theoretical sessions	70
Resolution of exercises, problems, case studies, etc.	70
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	50
Tests and/or exams	2
Academic tutorials	20
Related activities: conferences, seminars, etc.	28
Preparation of theoretical sessions and self-study	150
Preparation of practical tasks, exercises, case studies, projects, etc.	150
Preparation for tests and/or exams	60
Total student workload	600

VI.-Methodology and academic programme

Type	Period	Content
Academic tutorials	Week 1 to Week 15	tutorials for the proposal, evaluation and correction of the Master Final Assignment

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b593005184635ab31.

VII.-Assessment methods

The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University.
All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject.
The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call).
Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities.
The distribution and characteristics of the assessment activities are described below.

VII.A.-Description and weight of the assessment activities

All students must give a public presentation of their final dissertation in front of a panel of three members. The
presentation will take place in the classroom in which the student is assigned. There will be a presentation of the work lasting a maximum of 15 minutes
and then, for 5 to 10 minutes, the members of the panel may ask questions of the student. The oral presentation should be accompanied by a visual presentation using computer media,
.
The public defence of the master's thesis will be conditioned by:
- Obtaining the compulsory master's degree credits in accordance with URJC regulations. That is to say, students who have not passed the subjects of the master's degree (in the first or second call), necessary to present their TFM, will not be able to present their work and therefore will not obtain the 24 credits of the master's degree dissertation.
- The approval of the tutor/s for the presentation of the Master's thesis. For this purpose, all work must be authorised by the tutor on the platform before being considered for presentation in a tribunal.
- The identification of the candidate in the examining board by means of an identity card and/or passport is compulsory.
Assessment of the final dissertation
- The assessment of the final dissertation will be carried out by an examining board made up of three lecturers, two from the master's degree and one external lecturer.
Calendar
- 15 May: deadline for students to choose their tutor(s).

- June call

- 11 June: deadline for submission of the thesis.
- 17 June: date for the presentation of work to the examining board
July call

- 9 July: deadline for submission of the master's thesis.

- 14 July: date of presentation of work to the examining board.

VII.B. Assessment of students with academic exemption from class attendance

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b593005184635ab31.

Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.
Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b59300518463 5ab31.

VIII.-Teaching resources and materials
Basic bibliography
Final Assignment guidelines, published in the virtual campus to all students Paul, J., Merchant, A., Dwivedi, Y. K., &Rose, G. (2021). Writing an impactful review article: what do we know and what do we need to know?. Journal of business research, 133, 337-340. Mitchell, K. M., &Clark, A. M. (2018). Five steps to writing more engaging qualitative research. International Journal of Qualitative Methods, 17(1), 1609406918757613.
Consultation bibliography

IX.-Professors	
Name and surname	CARMEN DE PABLOS HEREDERO
E-mail address	carmen.depablos@urjc.es
Department	Economía de la Empresa (ADO), Economía Aplicada II y Fundamentos Análisis Económico
Campus	Madrid - Vicálvaro
Category	Catedrático/a de Universidad
Academic degree	Doctor
Person responsible for the subject	Yes
Tutorial timetable	Para consultar las tutorias póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	6
Number of sexennia	4
No. of positive evaluations by Docentia	6

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: e0369d9f42d16e1b593005184635ab31.