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MIM, MPP, or MPA (choose your program, *delete the others*)

901 Dissertation

Insert **Year** of submission here

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by

Insert Student Name here

This dissertation report is submitted in partial fulfillment of the award of Master of Innovation Management, Public Policy or Public Administration (choose your program, *delete the others*)



Declaration

I, the undersigned, ***Insert your name here***, declare that this Dissertation is my original work, that all material presented to Mohammed Bin Rashid School of Government is my own, and has not been previously submitted to any other university for a higher degree. I also declare that the publications cited in this work have been personally consulted. I understand that if at any time it is shown that I have significantly misrepresented material presented to Mohammed Bin Rashid School of Government, any degree or credits awarded to me on the basis of that material may be revoked.

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Abstract

The abstract should be around 200 words and should contain the essence of the dissertation but should not refer to the main body of the dissertation. Below is a sample abstract:

In viewing the self-organizing capacity of an organization as a complex interacting web of knowledge and behaviour, which is subject to instability and constant dynamism, this article considers the use of an action science approach to the multifarious interactions which have underpinned the conception and delivery of a senior management development program for a healthcare group of six hospitals and 94 pharmacies in the UAE. The article reviews the application of the action modalities of action learning and action science within the epistemological development and selection of the program pedagogy, the locus of which has been derived from the European Foundation for Quality Management Excellence Model concepts of excellence. The initial scoping interviews held with the strategic directorate are reviewed and triangulated against the views of the senior management delegate cohort and the academic development team. In seeking evidence of adaptive change, the position before and after the management development program delivery was additionally determined.

Keywords: *action learning; action science; management development; international healthcare; EFQM*

Acknowledgements

This section recognizes and shows appreciation for people who have assisted you in completing the dissertation.

Table of Contents

Below is an example of a Table of Contents, generated for this template. Note that the section headings have been numbered and assigned a page number. The list of contents will help the reader navigate their way around the report. In MS-Word use the style tool on the right hand side of the Home ribbon when entering Chapter Headings; this will enable you to generate a Table of Contents under the References tab.

In this example chapter and section titles are numbered – this layout makes larger documents easy to navigate, but it is not a requirement, i.e. you do not need to number your chapters. Obviously, your individual chapter headings will be specific to your research and vary from those in the example.

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List of Tables (*use if needed – otherwise delete*).

Tables can be very effective for summarizing large bodies of material. If you use tables they should be listed here. Where only a small number of tables is used, then the list could be combined with the list of figures on the next page, i.e. use a combined title:

List of Figures and Tables

Figures and tables should, where possible, be integrated into the text. All figures and tables must be numbered. Tables are numbered separately from figures. For example, using the numerical system, Table 4.1 would be the first table cited in chapter 4; Figure 4.1 would be the first figure cited in chapter 4. Figures include all graphs diagrams, charts and images. Tables are considered and numbered separately from figures. In all cases, an explanatory title should be provided next to the figure or table number (again, in MS-Word, use the insert caption option (found under the *References* tab) to do this and automatically generate a List of Tables. For example:

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Figures are useful for illustrating relationships such as organizational structures, time-lines, processes or models. They can also be very effective for summarizing and comparing results. See the guidance notes on the previous page.

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Abbreviations (*use if needed – otherwise delete*)

If you use a lot of abbreviations or acronyms in your dissertation it can be useful to list them. Ensure that they are listed in alphabetical order.

EU	European Union
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
KSA	Kingdom of Saudi Arabia
MENA	Middle East and North Africa
OLS	Ordinary Least Squares
UAE	United Arab Emirates

...

Chapter 1: (insert chapter title)

The word limit for an MBRSG Masters dissertation is **15,000 words**. This refers to the body of the text, i.e. it excludes the reference list and any appendixes. If your dissertation is much shorter than 15,000 words it suggests that more detail, relevant information or explanation may be required; if it is much longer it suggest that you have been overly descriptive or that unrelated material is included. Subsequently MBRSG will allow a tolerance of no more than plus or minus 10% in length.

For the body of the dissertation you can use **Arial, Times New Roman, or Dubai** font.

Use a **12 pt. font and 1.5-line spacing**. These instructions are in Arial. Ensure you start each chapter on a new page and do not leave section headings floating at the bottom of a page. As noted above, all tables and figures should be labelled, numbered and closely integrated with the text.

The first chapter of your dissertation should introduce and motivate your topic. It will guide the reader by describing what your dissertation does. Typically, the introduction includes the following:

A background section that briefly explains and introduces the subject of your investigation provides relevant context given your degree.

The study aims and objectives or research questions, i.e. it should include a clear and precise statement of the aims of your project as well as the objectives – the objectives can be stated in the form of research questions. Note that research questions are equivalent to objectives, therefore, you cannot state both objectives and research questions. Make sure that the objectives or the research questions contribute directly to achieving the study aim.

If you are conducting an empirical study this chapter should include the research hypotheses

Conclude the chapter with an outline of the way your report is structured, i.e. describe what each chapter sets out to do.

Chapter 2: (insert chapter title)

The second chapter is generally a literature review. A good literature review will:

- provide detailed context for the research, including theory
- provide justification for the research
- ensure the research has not been undertaken before (or if it is repeated, that it is marked as a "replication study")
- demonstrate where the research fits into the existing body of knowledge
- enable the researcher to learn from previous investigation on the subject
- illustrate how the subject has been studied previously
- highlight flaws or gaps in previous research
- demonstrate that the work is adding to the understanding and knowledge of the field
- help refine, refocus or re-orientate the topic

This chapter is a crucial component of your dissertation and you should critically evaluate the literature (arguments and reliability of different sources) and create a coherent sequence of arguments from the themes drawn from the literature.

It is a good idea to introduce the chapter by outlining what the chapter covers; this could include relevant definitions, related actors, legislation, and policy.

It is important to summarise the chapter to highlight what we know about the subject of your dissertation, i.e. summarise 'lessons from the literature'.

For sub-headings use something like the following:

2.1: Historical context

Chapter 3: (insert chapter title)

The third chapter will generally cover methodological issues, focusing on the method you employ in your dissertation. This section you should:

- Discuss the nature of the questions you are asking and choose an appropriate methodological stance for answering them, it is useful to present this as a conceptual framework
- Describe, explain and justify the research methods you are using; this should build on the findings from your literature review
- Describe and justify your evidence; where appropriate this should include population of interest, sampling method, details of your research instruments (e.g. survey questions), measurement, etc.
- Describe the practical and technical aspects of conducting the research, where appropriate this should include descriptions of tests for validity and reliability
- Discuss any ethical issues connected with the project

It is helpful to conclude the chapter by explaining how the chosen methodology will help answer your research question

Chapter 4: (insert chapter title)

The next chapter will typically report on the analysis of findings and research results. In this section you should:

- Describe what you found and what it means – it is important that you provide adequate detail on the data / information that you have collected.
- It is also important that you provide adequate detail on how you have analysed this data / information. It is helpful to organise this by theme or research question.
- Figures and tables should be used to summarise the results where suitable. Where appropriate, highlight statistically significant results
- Tie the findings back to the literature review and your conceptual framework. Use the literature to interrogate and evaluate your research material and vice versa.
- Results and findings should be compared with the hypotheses or expectations held before the study.

It is useful to conclude the chapter with a summary of key findings and the relevance of these findings; for example, you could highlight results that are statistically robust, relationships that are unexpected, areas that should receive priority, etc.

Chapter 5: (insert chapter title)

After the analysis you should conclude the dissertation and present recommendations. In this section you should:

- Summarise the main argument of your dissertation
- Either discuss the validity and reliability of the findings and arguments or reflectively critique the account provided in your dissertation.
- Discuss your results in the context of the UAE
- Frame the conclusions and recommendations if appropriate.
- Discuss the implications of your research in the area of study (on the population, the sector, the context)

It is important that all conclusions are clearly linked to the objectives or research questions and ultimately the study aim. It is a good practice to present conclusions under the subheadings of the objectives or research questions and the aim to make sure that all the relevant research issues are covered.

Conclusions to your dissertation will normally be supported by recommendations on ways of improving or enhancing the policy or procedure under investigation. Conclusions should always be related to content presented in the main body of the text (plus appendices), so you should not introduce new material. It is good practice to identify in the conclusions the location of the evidence to which you are referring, by including a reference to the appropriate page or appendix.

A good dissertation will also incorporate a reflections section in the final chapter. Post-graduate students should demonstrate their reflective ability at every stage of their academic journey. In the dissertation the reflection is an evaluation of the process you undertook to complete the dissertation. It is an examination of what worked well and what you could have done differently. What lessons and skills have you learned which you can transfer to other areas of your practice?

Reference List

Whenever you use the words, concepts or ideas of another person, you must give full credit to them, by means of a formal reference. This needs to be done within the text of your dissertation and in a list of references/bibliography at the end. We expect a completed dissertation to comprehensively cite the works of others, including both quotations and paraphrases from relevant sources. The use of a wide range references is a positive feature of a good dissertation; marks are given for correct citation and referencing.

The word count of your dissertation does not include the bibliography or references in the text, as usually practiced in the Harvard style referencing. Reference management systems like Endnotes¹ or Mendeley² to organize and automatically generate your reference list. Below is a sample Reference List. Note: your reference list should be in alphabetical order by Author (family name followed by initials of forename) the references can be single spaced as illustrated, book and journal titles should be clearly identified, do not use all upper case, use only the primary web address:

Aarabi, A., Rafii, F., Cheraghi, M. A., & Ghiyasvandian, S. (2014). Nurses' policy influence: A concept analysis. *Iranian Journal of Nursing and Midwifery Research*, 19(3), 315-22. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4468584/>

Alexander, G. R. (2003). Our legacy for leadership in MCH. *Maternal and Child Health Journal*, 7(3), 145-150. doi:10.1023/A:1025153819412

Bhutta, Z. A., Chopra, M., Axelson, H., Berman, P., Boerma, T., Bryce, J., & Wardlaw, T. (2010). Countdown to the 2015-decade report (2000–10): Taking stock of maternal, newborn, and child survival. *The Lancet*, 375(9730), 2032-2044. doi:10.1016/S0140-6736(10)60678-2

¹ <https://endnote.com>

² https://www.mendeley.com/?interaction_required=true

Cox, Y. (2011). Developing a Strategy for Implementation of Policy. In L. Coles & (Eds.), *Policy and Strategy for Improving Health and Wellbeing* (pp. 74-93). United Kingdom, UK: Sage Publication.

Hewison, A. (2008). Evidence-Based Policy Implications for Nursing and Policy Involvement. *Policy, Politics, & Nursing Practice*, 9(4), 288-298.
doi:10.1177/1527154408323242

Hunter, D. J. (2003). *Public Health Policy*. Cambridge: Polity Press.

Appendices

Appendices are not counted as part of the MBRSG word limit for the dissertation (15,000 words), but they must not exceed 25 percent of the text. Material for appendices, (e.g. organisation charts, copies of questionnaires, policy documents for particular entity, ethics approval) should be letter referenced in the text.

It is also helpful if the appendices section is preceded by a separate contents page e.g.

Appendix A: Survey Questionnaire

Appendix B: Performance Report

Use the Harvard referencing format to refer readers to the relevant appendix which supports your statement in the body of the report. This **List of Appendices** can be incorporated in the **Table of Contents**, appear at the beginning of this section or after the **List of Figures and Tables** at the front end of the dissertation.

Using this Template

This document has been created as a customized template for the MBRSG dissertation. The purpose of a template is to store styles for documents and it will save you a lot of time when it comes to formatting the final document. Save this document as a template (*.dotx) on your computer.

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