

**COURSE DATA****Data Subject**

Code	46551
Name	Trabajo Fin de Máster
Cycle	Master's degree
ECTS Credits	9.0
Academic year	2024 - 2025

Study (s)

Degree	Center	Acad. Period year
2260 - Master's degree in Quality Management	Faculty of Economics	1 Annual

Subject-matter

Degree	Subject-matter	Character
2260 - Master's degree in Quality Management	6 - Trabajo Fin de Máster	End Labour Studies

Coordination

Name	Department
ESCRIBA MORENO, MARIA ANGELES	105 - Business Administration 'Juan José Renau Piqueras'

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

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)

After completing the work the student should be able to:

- Select and examine critically and in depth a topic of interest.
- Plan a process of analysis and study of the selected topic, establishing objectives to be achieved.
- Understand current trends in the topic to be analysed.
- Relate the concepts learnt in the Master's Degree to real-world situations.
- Compile basic bibliography for the work to be carried out.
- Carry out a diagnosis and design improvement systems in the field of quality management.
- Defend a justified response to the problem posed.
- Present the work carried out and achieve effective communication.

DESCRIPTION OF CONTENTS

1. General guidelines for the development of the master thesis



2. Student tutor work sessions

WORKLOAD

ACTIVITY	Hours	% To be attended
Graduation project		100
TOTAL	0,00	

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.

EVALUATION

A minimum grade of 5 is required to pass the course. The evaluation committee will be in charge of the evaluation of the work. This committee will be made up of 3 lecturers from the Master's programme. In order for a work to be defended before the committee, the tutor must first issue a report giving the approval for the public defence of the work. Once the tutor's approval has been obtained, the student will send the work to the Master's management for its subsequent public defence before the Assessment Committee (on the dates indicated). The Public Defence of the work will be considered a necessary, but not sufficient, condition for passing the course.

The TFM must be submitted on the ENTREU platform of the UV with the signature and authorisation of



the academic tutor.

DEADLINES FOR SUBMISSION

1st CALL: 07th July 2025
2nd CALL: 15 September 2025
In accordance with the above, the evaluation of the work will be based on the following criteria. These criteria and their weighting should be considered as a guideline:

Criterios de evaluación	Ponderación (orientativa)	Descripción de los criterios
Estructura y formato del trabajo	10	Organización coherente de los contenidos, y relación entre los apartados del trabajo Expresión escrita y gramatical correcta Utilización correcta de las citas en el texto y presentación de referencias consultadas en un apartado final de bibliografía
Objetivos e interés del tema	10	Aplicación en el trabajo de los contenidos del programa del Máster. Clara concreción del propósito del trabajo y relevancia del tema elegido
Revisión de los conceptos y herramientas y fuentes de información consultadas	15	Se ha planteado un marco conceptual en el que situar el trabajo Adecuación de las fuentes consultadas y grado de actualización de las mismas Argumentos apoyados en referencias Clara referencia a las fuentes consultadas
Metodología	10	Explicación del procedimiento utilizado para el análisis de la información. Grado de coherencia en el procedimiento utilizado para realizar el trabajo
Claridad y profundidad del	30	Coherencia entre los objetivos planteados y los



análisis realizado		resultados obtenidos Coherencia entre el marco conceptual utilizado y los resultados obtenidos Justificación de las afirmaciones realizadas y solidez de las argumentaciones Claridad de los resultados obtenidos
Conclusiones	15	Presentación de conclusiones basadas en el análisis de los resultados obtenidos Presentación de recomendaciones realistas
Defensa del proyecto	10	Explicación clara y ceñida a los tiempos establecidos Uso de materiales audiovisuales Capacidad de comunicación Adecuada contestación a las cuestiones planteadas por la comisión