

Bachelor & Master Theses

Information Session

7. October 2026

Chair of HRM and Leadership
Department of Business Administration

<https://www.business.uzh.ch/en/research/professorships/hrmlead.html>

Agenda

1. Presentation of the Chair of Human Resource Management and Leadership
2. The scientific process
3. Organization of the BA-/MA-Thesis
4. Presentation of supervised research ideas
5. Questions

Presentation of the Chair of Human Resource Management and Leadership

Presentation of the Chair

The Chair of Human Resource Management and Leadership is part of the Department of Business Administration within the Faculty of Business, Economics and Information Technology.

Important questions driving our work:

- What is the difference between effective and ineffective leadership?
- How do charismatic leaders influence us?
- How can workers feel how they want to feel at work?
- How can people work together in ways that facilitate task accomplishment and high performance?
- What is the skill set employees need in the 21st century?

Presentation of the Chair

In our research,

- We focus on the social dynamics between leaders and followers and on the role of emotions, motivation, and digitalization in organizational life.
- We employ both **quantitative and qualitative methods** and conduct **carefully controlled experiments, field and archival studies, as well as structured interviews** in organizations.

Presentation of the Chair



Prof. Jochen Menges



Prof. Lauren Howe



Lissette Cabrera

Presentation of the Chair



Dr. Ryan Miller



Dr. Daniel Chiacchia



Maria Diaz Macias



Leon Bach



Moritz Remund



The Scientific Process

What is scientific work?

- The answering of a research question using theories or empirical data.
- Report the results following strong rules and norms:
 - Formatting
 - Contribution
 - Literature review
 - Methods
 - Discussion
 - Limitations

Learning outcomes

Bachelor thesis (18 ECTS):

- Understand the difference between various sources of information and knowledge (e.g., Wiki, newspaper, academic journals, textbooks)
- Learn how to conduct an empirical study (but no necessity to collect primary data)
- Learn how to work with the academic literature
- Learn to write/present clearly in an academic style
- Learn how to develop a contribution
- Learn how to manage time, work autonomously, and integrate suggestions and feedback received

Learning outcomes

Master thesis (30 ECTS):

- Learn how to collect and analyze primary data
- Learn how to develop strong conceptual arguments and reflect on the limitations of the work
- Learn to write/present an academic work
- Learn how to relate the contribution to the existing literature
- Learn how to engage in collaborative work with your advisor



Organization of the BA-/MA- Thesis

Organization of Thesis

Deadline to apply:

21.10.2026. by end of day

Decisions sent by 06.11.2026 at the latest

Thesis start:

Earliest 01.12.2026

Typically February 2027

Submission deadline:

<https://www.oec.uzh.ch/en/studies/graduation/degree-deadlines.html>

Organization of Thesis

Basic requirements:

- **Attend courses led by our Chair** of Human Resources and Leadership
 - *Bachelor*: HRM and Organizational Behavior | Emotions in Organizations | Emotions and Moods
 - *Master*: Leadership Lecture | Leadership Research Seminar | The Emotionally Intelligent Organization | UZH Innovathon: Building a Human-Centered Future of Work | People Innovation Mindset: Building a Human-Centered Ecosystem
- Participate in the **Information Session**
- Write the thesis in **English**

Organization of Thesis

Application documents:

- **Qualtrics Survey:** https://uzhwwf.qualtrics.com/jfe/form/SV_6sRlr3EKndRemdo
- **Transcript of University grades**
- **CV**
- **Cover letter (optional):** Explain your motivation and the topics you would be interested in pursuing (it is recommended to have more than one; if so, rank order them clearly)

Please submit your application by the end of the day, 21.10.2026

Organization of Thesis

- We will review applications within 14 days after the deadline. Selected candidates will be assigned to one adviser.
- Once "teams" are formed, selected candidates will contact their adviser to organize a meeting to discuss the general direction of their thesis.
- Following this introductory meeting, the student will prepare and informally present an introductory report to settle the research question(s) and the general direction of the thesis:
 - If the report is approved, the candidate can proceed.
 - If the report is not accepted, the candidate has to modify/correct/improve the introductory report.

Introductory report

The introductory report will contain:

- A preliminary title
- An introduction to the topic and some potential hypotheses (about 3 pages long)
- A basic organization of sections
- A calendar with different goals and steps for the thesis
- A reference list

Organization of Thesis

Once the short report has been approved, you will:

- Register your thesis at the Dean's office (performed through OLAT)
- Have 6 months to work on your thesis from the official start date
- Meet your advisor **at least once** (after 2-3 months) but generally more frequently (about 7-8 times on average)
- Submit your work when it is finished
- Revise your thesis to incorporate any feedback received
- Submit the final version of your thesis via OLAT & receive your grade (within 4 weeks after the final submission)

Organization of Thesis

Three Kinds of Evaluation

Written manuscript

- „Classical“ form for theses
- Deliverable: Full manuscript including Introduction, Theory, Methods, Results, and Discussion.
- Evaluation based on structure, quality of literature review, data analysis, etc.

Oral Exam / Defense

- Present your project to your supervisor
- Deliverable: Slide deck, one-pager, or similar.
- Evaluation based on presentation structure, explanation of constructs, possible Q&A, etc.

Dataset

- Depending on the project, the data set itself might be evaluated.
- Deliverable: Dataset, e.g., codified archival data.
- Evaluation based on quality of collected data or codings.

General Evaluation of Thesis

We will evaluate the thesis on the following criteria:

- Clear structure & quality of reasoning/ideas
- Breadth and depth of the literature review
- Quality of data collection and analysis (Master students; Bachelor students only if applicable)
- Relevance and strength of novel ideas or contribution
- Dedication to the project & quality of collaboration

Beware of plagiarism: Reference the origin of your work, including disclosing use of AI assistance

Presentation of supervised research ideas

Prof. Dr. Lauren Howe

TOPIC 1

Testing the effects of leader flaw disclosure at work

Project Start: approximately February 2027

Profile: Both Bachelor or Master

Method: using AI to develop video stimuli for experiments, in which men or women leaders disclose different flaws, and pilot testing the videos

Availability: Max 1 student

References: Howe & Menges (2025), OBHDP

Dr. Ryan Miller

TOPIC 1

Examining the content and intentions of leader flaw disclosure

Project Start: approximately February 2027

Profile: Both Bachelor or Master

Method: Qualitative thematic analysis of 50+ leaders

Availability: Max 1 student

References: Howe & Menges (2025), OBHDP

Dr. Daniel Chiacchia

TOPIC 1

Leader Messages of Resilience

Project Start: Early 2027

Profile: Master

Method: Mixed (Qualitative and Quantitative)

Availability: Max 2 students

*References: Maitlis & Christianson
(2014)*

Maria Diaz Macias

TOPIC 1

Going Further or Faster? Why Some Long-Term Goals Feel Slower Than Others

Project Start: Early 2027
Profile: Bachelor or Master
Method: Quantitative
Availability: 1-2 students

References: Bateman & Barry (2012); Roberts & Fishbach (2025)

TOPIC 2

Seeing Is Believing: Perceived Progress And Impatience During Goal Pursuit

Project Start: Early 2027
Profile: Bachelor or Master
Method: Quantitative
Availability: 1-2 students

References: Bateman & Barry (2012); Jhang & Lynch (2015)

TOPIC 3

More Impatient Than Ever: How Does Technology Change Our Time Expectations?

Project Start: Early 2027
Profile: Bachelor or Master
Method: Quantitative/Qualitative
Availability: 1-2 students

References: Li, Lin, Gong, Wang, & Janiszewski (2026); Wiersema, Koo, Chen, & Zhang (2025)

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TOPIC 1

Employability Through Emotional Intelligence
– Insights from Interview Videos

Project Start: Early 2027
Profile: Master or Bachelor
Method: Machine Learning
Availability: max 2 students

References: Audrin & Audrin (2024)

TOPIC 2

Losing Our Humanity
– The Erosion (or Creation) of Empathy through AI Use

Project Start: Early 2027
Profile: Bachelor or Master
Method: Experiment
Availability: max 3 students

References: [10.1073/pnas.2319112121](https://doi.org/10.1073/pnas.2319112121)

TOPIC 3

Tasteful AI Use – What does it mean to have “Good Taste” in the Age of AI?

Project Start: Early 2027
Profile: Bachelor or Master
Method: Experiment
Availability: max 2 students

References: Dane & Pratt (2007)

Leon Bach

TOPIC 1

The Life of a big Vision

Project Start: Early 2027

Profile: Ideally master or advanced bachelor

Method: Qualitative (Archival Study)

Availability: Ideally 1, Max 2 students

References: Carton (2018) -> "I'm not mopping the floors, I'm putting a man on the moon" ->

<https://doi.org/10.1177/0001839217713748>

Contact

You will find all relevant information on our website:

<https://www.business.uzh.ch/en/research/professorships/hrmlead.html>

You may submit your application via the following Qualtrics survey:

https://uzhwwf.qualtrics.com/jfe/form/SV_6sRIr3EKndRemdo

For any additional questions, please do not hesitate to contact me:

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Questions



Do you have any remaining questions?



Universität
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Center for Leadership in the
Future of Work

Thank you!

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