

Dissertation Examples: Business

About this document

This PDF lists 6 **business dissertation examples** and thesis examples (2023–2026), each a complete, openly licensed document you can read in full, with a note on what it does well and who it is useful for. Use them to see how a finished dissertation is structured and argued at your level before you write your own.

By [Derek Jansen](#) (MBA) · Reviewed by [Eunice Rautenbach](#) (DTech) · Grad Coach · October 2026

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Business & management dissertations

1. Essays on the Basel III Leverage Ratio: Leverage Procyclicality, Bank Risk, and Liquidity Creation in Sub-Saharan Africa

Raphael Kasonde · PhD in Finance · Lincoln International Business School · 2026 · 419 pages

APPROACH Three-essay format

WHY WE PICKED IT

The three-essay thesis, which is how a great many finance and economics doctorates are actually built and which almost no student has seen before being asked to write one. Chapters 2, 3 and 4 are each a standalone empirical paper on the same instrument, and chapter 1 does the work of making them one doctorate rather than three articles: research background, objectives, an overview of the methodology and data across all three, the contribution, then the structure.

Two sections repay attention regardless of your field. Section 2.2 is headed "**Stylised facts**", an economics convention of establishing what the data plainly shows before any theory is brought to it, which is a disciplined way to stop a literature review from deciding your findings in advance. And section 3.3 is "**Literature review and hypothesis development**" as a single heading, so the review visibly produces the hypotheses instead of sitting beside them. At 419 pages it is the second-longest document in the collection, so read chapter 1 and then one essay, not the whole thing.

[Read the full dissertation](#) · [Original record](#)

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2. Factors Influencing E-Commerce Consumer's Adoption Intention Towards Collection-And-Delivery Points (CDPs): The Case of Vietnam

Van Dat Luong · PhD · Lincoln International Business School · 2025 · 226 pages

APPROACH Regression, SEM / factor analysis, Bibliometrics

WHY WE PICKED IT

If your study is "does this group intend to adopt this thing, and what predicts it", this is the model, and it is better than most because it does the job twice. Chapters 3 and 4 are two separate empirical studies on the same question, and the second exists because the first left something unexplained: study 1 tests antecedents drawn from innovation diffusion theory and the heuristic-systematic model with regression and MANOVA, and study 2 turns to trust, splitting it into cognitive and emotional trust and testing the emotional half as a mediator with structural equation modeling. Reading them in order shows what a research program looks like from the inside, where the second question is produced by the first answer rather than planned in advance.

Two other things worth taking. Chapter 1 has a section headed simply "**Research gap**", sitting between the imperatives and the aim, so the reader is never left inferring what was missing. And the literature review in chapter 2 is not an essay: it contains a **bibliometric review** with its own research method, descriptive analysis, mapping and a matrix of the factors other studies have tested. That matrix is where the hypotheses come from, so the review visibly produces the model rather than decorating it. Both theories are named and introduced separately in 2.3 before either is used.

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3. Board Gender Diversity and Its Impact on Financial Performance and Risk-Taking: A Study of Listed North American Companies

Ambrose G. Houphouet · Doctor of Business Administration in Finance · Sacred Heart University · 2024 · 66 pages

The conventional five-part shape at sixty-six pages, and a study that reports the hypothesis it failed to support as plainly as the one it supported.

APPROACH Panel data regression, Secondary data

WHY WE PICKED IT

The conventional shape, at a length you can actually read in an evening. Its contents page lays out the five parts and where each begins: Introduction on page 7, Literature Review on 13, Data Sources and Methodology on 29, Results and Discussion on 34, Conclusion and Recommendations on 52, References on 56. If you are trying to see how the standard structure distributes weight, this is the diagram.

The reason to read it rather than only look at it is what happens to the second hypothesis. Across 1,874 North American listed firms, he finds that board gender diversity "has a positive and significant effect" on financial performance — and that it has "a negative and insignificant influence on the risk-taking behaviour of the listed North American firms."

The insignificant result is reported in the abstract, in the same sentence as the significant one. It is not buried in an appendix or quietly dropped between the proposal and the write-up, which is what happens to most hypotheses that do not come off. Examiners notice which of those two things you did.

The literature review is also worth a look for its organization: it is split by sub-theme rather than by author, starting at "2.1 Importance of Gender Diversity", so each section argues something instead of listing who said what.

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4. Exploring the Dynamics of Corporate Governance Change: A Multi-Level Study of Processes and Mechanisms in Corporate Governance Reforms in Nigeria

Judith Chika John · PhD · Lincoln International Business School · 2023 · 357 pages

APPROACH Case study, Interviews

WHY WE PICKED IT

The one to read if you have a theoretical framework and cannot work out what to actually do with it. John uses critical realism with Archer's morphogenetic approach, and then chapter 4 applies it: the findings are organized as Phase I, Phase II and Phase III of a real reform sequence, tracking which actors dominated each phase and how the institutional logics between them aligned or collided. That is a framework doing work, rather than being named in chapter three and abandoned.

Students are told constantly to "apply" a framework and are rarely shown one structuring a findings chapter. Chapter 3 is a good methodology chapter on its own terms: research philosophy stated and argued, then case study design broken into formulation, selection, data and collection methods, with organizational documents and semi-structured interviews handled separately and the sampling strategy given, then data analysis, then "**The Methodological Limitations**" as its own section rather than an afterthought at the end of the thesis. And note section 2.5.4, "**Current Research Limitation on Institutional Theory and Change**": naming what your own theoretical lens cannot see, inside the literature review, is the same confident move Chardonnens makes about earnings management models above. Two of the five business entries do it, which should tell you something. A caution: at 357 pages it is one of the longest documents here. Read chapter 3 and the first half of chapter 4.

[Read the full dissertation](#) · [Original record](#)

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5. Detecting Earnings Management

Patrick Chardonnens · Doctoral thesis · University of Fribourg · 2023 · 253 pages

APPROACH Archival data, Regression, Machine learning

WHY WE PICKED IT

An accounting and finance thesis with no participants, no interviews and no survey, built entirely on archival financial data, which is the shape a lot of finance and economics students need and rarely see modeled. Chapters 3 through 6 are four self-contained empirical studies, the first three of them on one phenomenon, the discontinuity in reported earnings around zero, approached from a different angle each time: whether the discontinuity disappeared and why, whether it shows up in Europe but not the US, and whether the standard models actually predict fraud.

The part to read regardless of your field is section 5.2.3, "Criticism of Earnings Management Models". He is using those models, and he devotes a section of his literature review to the case against them before he does.

Examining the weaknesses of your own instrument in the literature review is far stronger than conceding them in your limitations, and it is a move almost nobody makes.

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6. Promoting Digital Innovation and Transformation: Innovation Champions in the Digital Age

Katharina Drechsler · Dr. rer. pol. · University of Bamberg · 2023 · 274 pages

The cleanest example here of the cumulative dissertation as German-speaking Europe does it, with the whole anatomy visible on the contents page.

APPROACH Cumulative dissertation

WHY WE PICKED IT

The cleanest example in the collection of the cumulative dissertation as it is done in German-speaking Europe, and the contents page shows the whole anatomy at a glance: an introductory paper by the candidate alone, then twelve papers grouped into four named parts, each with its co-authors and its venue printed underneath, from the *International Journal of Innovation Management* to HICSS and Wirtschaftsinformatik conference proceedings. The introductory paper is the thing to read.

In this format it carries the entire burden of being a doctorate rather than a stapled folder: it has to state the overarching question, explain what each paper contributes to it, and argue that together they amount to something none of them does alone. It is also organized into named parts, so that Part I groups the papers about how innovation champions evolved. Grouping the papers rather than listing them is the difference between a structure and a sequence.

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How to use an example dissertation

An example is a map of how one study was put together, not a template to copy. These four steps get the most out of one.

- 1. Read the abstract and the contents first.** They show the shape of the whole document before you spend an hour in it.
Recommended reading: [Dissertation and thesis structure](#)
- 2. Read the chapter you are writing next.** Look at how it opens, how it is organized under headings, and how it ends.
Recommended reading: [How to write the methodology chapter](#)
- 3. Check the level and the field.** A doctoral thesis goes further than a master's dissertation, and fields differ in what they expect.
Recommended reading: [What is a dissertation?](#)
- 4. Follow your own handbook over any example.** Where an example and your program disagree, your program wins.
Recommended reading: [Every example in the collection](#)

Used this way, two or three good examples teach you more than any amount of general advice.