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Master's Qualification Work
Master Degree
Syllabus
KPM
MBA 541
Specialty: 073 "Management"
Educational program "Business Administration"

Quarter/Year: Fall/2025 – Spring 2026

ECTS Credits: 6

US Credits: 3

Instructor in organizational issues: Ph.D. Zhytkevych O.V.
& M.A. Mostova M.

Research supervisors:

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Course Description

The Bachelor's qualification work (MQW) completes the study of students, reflects the results of the Master's program, and reflects the possibility of the student to independently solve the scientific problem.

Master's work is an independent, original, completed scientific research in a particular field of science, has internal cohesion and contains a set of results, provisions proposed for public defense and evidence of the quality of the author as a scientist.

Writing a Bachelor's Qualification Work involves:

- systematization, consolidation and expansion of theoretical and practical knowledge in the specialty and their application in solving specific research tasks;

- development of skills of independent work and experiments in solving practical problems and scientific issues.
- finding out the student's readiness for independent work in educational or research activity.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;
- PH.2. Identify problems in the organization and justify methods for solving them;
- PH.3. Design effective management systems for organizations;
- PH.4. Substantiate and manage projects, generate business ideas;
- PH.5. Plan the activities of the organization in strategic and tactical sections;
- PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility;
- PH.12. Be able to delegate authority and management of the organization (unit);
- PH.13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).

Competences

IK Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in the uncertainty of conditions and requirements

- 3K1. Ability to conduct research at the appropriate level;
- 3K6. Ability to generate new ideas (creativity);
- 3K7. Ability to abstract thinking, analysis and synthesis.

- CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;
- CK2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;
- CK4. Ability to effectively use and develop the organization's resources;
- CK7. Ability to develop projects, manage them, show initiative and entrepreneurship;

Internationality

The MQW is devoted to describe real and modern issues, that exist in the world and national economy. As the main practical basis students should take a company, where they had their internship. Using database of this company, other competitive companies in the sphere on national and international level student should propose the solving of question which exist. As a theoretical and practical aspects for solving students take national and foreign references, calculate and create models, make proposals.

Communications

For individual issues, students should contact the Professor ONLY by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.
 Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

Student Responsibilities

Time Commitment

The study of courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time - for this, a schedule of writing stages has been developed.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note! The minimum grade for a BQW to be accepted is 70%.

Graduate Grading Guidelines

At the end of the MQW, the instructor gives a brief review (conclusion) in which he/she evaluates both the quality of the work itself and the student's work on it, and concludes that the admission of the Master's work to defense in the examination committee. The conclusion of the head is possible at the end of the assignment for Master's work.

Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
35% - 69%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	Student fully fulfilled the tasks provided for by this guideline, received positive feedback from the enterprise (organization) where he underwent pre-diploma practice and from the supervisor of the master's qualification work, consistently and logically presented the materials of the master's thesis, demonstrated deep knowledge in all areas of the study and the ability to clearly express their thoughts, provided statistical data and financial and other indicators according to the topic, gave argument answers to all questions of members of the commission. The student prepared a scientific article based on the materials MQW.

B	The student fully met the MQW tasks, fulfilled most of the requirements listed in point A, but made minor mistakes, did not work enough with the supervisor during the performance of the work, did not provide enough statistical data or made other minor mistakes. The student may not have prepared a scientific article .
C	The student fully met the MQW tasks, fulfilled most of the requirements listed in point A, but did not answer part of the questions, did not meet the deadlines, did not provide important statistical data and made mistakes in the design of the work. The student did not prepare a scientific article .
D	The student partly met the MQW tasks, fulfilled part of the requirements listed in point A, but did not answer most of the questions, did not meet the deadlines, did not provide statistical data, made mistakes in the design of the work and the presentation of the work was uncertain and did not cover the important issues of the work. The student did not prepare a scientific article .
FX	The student completed the incomplete MQW or with significant shortcomings in the content and design, as indicated in the instructors's conclusion, could not consistently present the result of MQW.

Academic dishonesty

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Any violation of this principle constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. Forms of academic dishonesty include:

1. **Plagiarism** — submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. **Cheating** — using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. **Facilitating Academic Dishonesty** — helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. **Fabrication** — altering or transmitting, without authorization, academic information or records.

Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Master's qualification work and its chapters must be submitted to the supervisor on or before the due date indicated in the Course Schedule.

The main steps of Master's qualification work

1. Choice of the topic and subject of the study, submission of the application form with the approval signature of the scientific instructor, approval of the topic.
2. Developing the plan, the statement of the problem.
3. Choice and study of educational, scientific and methodical literature on the topic, collection of actual material, its processing and analysis
4. Writing the first version of sections 1 and 2 of the work

5. Writing the first version of the whole work, submitting it to the scientific instructor
6. Elimination of defects, writing the final version of the work, its design
7. Preliminary defense at the department
8. Consideration of all comments and external reviewing
9. Defense of the Master's qualification work before the EC

Schedule of Master's qualification work given on the page in Moodle, it may change slightly in case of blackouts, man-made disasters or other actions related to the war in Ukraine.

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Recommended Materials

1. Official sites of companies.
2. Official sites of international organizations.
3. A complete guide to writing a master's thesis <https://www.oxbridgeediting.co.uk/blog/a-complete-guide-to-writing-a-masters-thesis/>
4. APA Style.org Frequently Asked Questions <http://www.apastyle.org/faqs.html> Information about using the Publication Manual of the American Psychological Association (APA).
5. Research and Documenting Sources - Purdue University Online Writing Lab <http://owl.english.purdue.edu/handouts/research/index.html#writing> Information on evaluating information sources, APA and MLA citation styles, and writing research papers.
6. Writing and Presenting Your Thesis or Dissertation - S. Joseph Levine, PhD - Michigan State University <http://www.learnerassociates.net/dissthes/> Information on preparing a proposal, writing a thesis or dissertation, and defending a thesis or dissertation.
7. Writing Theses and Dissertations - Jennifer Hillman Helgren and David Parker - Claremont Graduate University <http://www.cgu.edu/pages/880.asp> Information about choosing a topic, writing a proposal, conducting research, the writing process, organizing, revising, and time management.
8. David S. Bright, Anastasia H. Cortes, Eva Hartmann, and others. Principles of Management. Publish Date: Mar 20, 2019, Web Version Last Updated: Dec 12, 2022 // <https://openstax.org/details/books/principles-management?Book%20details>
9. David Shapiro, Daniel MacDonald, Steven A. Greenlaw (2022) Principles of Macroeconomics - for AP® Courses University of Mary Washington. 3e. Download for free <https://openstax.org/details/books/principles-macroeconomics-3e>
10. Principles of Macroeconomics by I. Irvine and D. Curtis and Lyryx Learning Inc. (2022)View the text for free at [https:// lyryx.com/subjects/economics/principles-of-macroeconomics/](https://lyryx.com/subjects/economics/principles-of-macroeconomics/)
11. Mitchell Franklin, Patty Graubeal, Dixon Cooper. (2019) Principles of Accounting. Volume 2. Managerial Accounting. – OpenStax © Rice University // <https://open.umn.edu/opentextbooks/textbooks/principles-of-accounting-volume-2-managerial-accounting>

12. Information Systems: A Manager's Guide to Harnessing Technology by John
Gallaugh Publisher: University of
Minnesota 2015 [https://my.uopeople.edu/pluginfile.php/57436/mod_book/chapter/121629/
BUS5114.Gallaugh.Information.Systems.A.Manager.Guide.to.Harness.Technology.pdf](https://my.uopeople.edu/pluginfile.php/57436/mod_book/chapter/121629/BUS5114.Gallaugh.Information.Systems.A.Manager.Guide.to.Harness.Technology.pdf)

Scopus scientific journals with relevant articles

13. International Journal of Information Technology and
Management <https://www.inderscience.com/jhome.php?jcode=ijitm>

14. International Journal of
Management <https://www.scimagojr.com/journalsearch.php?q=21100945713&tip=sid>

15. International Journal of Management and Business Research
(IJMBR) <https://ijmbr.srbiau.ac.ir/>

Internet resources that students may need to find statistical data:

Національний банк України - <https://bank.gov.ua/>

Державна служба статистики України - <https://www.ukrstat.gov.ua/>

International Monetary Fund - <https://www.imf.org/en/Home>

The World Bank - <https://www.worldbank.org/en/home>

Federal reserve system - <https://www.federalreserve.gov/>

The world factbook - <https://www.cia.gov/the-world-factbook/>

Statistical data - <https://www.statista.com/>

<https://opendatobot.ua/>

<https://youcontrol.com.ua/>

<https://vkursi.pro/>

** The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 4 від 26.08.2025 року

Проректор з навчально-методичної
роботи



Л.І.Кондратенко

Завідувач кафедри



Л.В.Жарова

Викладач



О.В.Житкевич