



Україна, 01601, м. Київ, вул. Пирогова, 9

ConcordiaUA

9, Pyrohova street, Kyiv, 01601, Ukraine

Тел./tel.: +38(044)236-90-85; моб./cell: +38(050)331-42-95

info@uacu.edu.ua • www.concordia.edu.ua

Critical Thinking

Syllabus

III 2.8

MBA 544

Specialty: D3 "Management"

Educational program "Business Administration"

Quarter/Year: Spring/2026

ECTS Credits: 6

Instructor: Paul Thomas, Maryna Mostova

US Credits: 3

Contact information: paul.thomas@uacu.edu.ua
maryna.mostova@uacu.edu.ua

Prerequisites: -

Course Description

Critical thinking is a process that applies a set of logical techniques to analyze all elements of an argument to determine whether the analyses that support its conclusions, inferences, or proposed actions, are credible. Arguments are not right or wrong. Arguments are valid or invalid, in whole or in part, depending on the ability of the arguments to withstand critique.

Critical thinking involves differentiating between useful and useless information, between appropriate and inappropriate methodologies, and between relevant and irrelevant analyses. Critical thinking helps in identifying and mitigating fraud.

The course will focus on identifying the most common technical errors in various types of arguments and analyses, as well as identifying biases and intent in arguments and analyses that may significantly affect the validity of any conclusions.

Course Outcomes

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.7. Organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;

PH.9. Be able to communicate in professional and scientific circles in the state and foreign languages;

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)..

Competencies

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;

3K5. Ability to act on the basis of ethical considerations (motives);

3K6. Ability to generate new ideas (creativity);

3K7. Ability to abstract thinking, analysis and synthesis.

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 international aspect of the course is based on my international valuation and financial litigation experience, including 25 years of business within Ukraine. I have compiled short case studies that we will use as practice material both in the class meetings and as course assignments.

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 technical 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.

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.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

Grading Policy

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

Note: the minimal grade to pass a subject is 70%.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Master

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	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material;
C	processed the basic literature, mastered the conceptual apparatus,

	methods, techniques and tools provided by the program, but with some inaccuracies
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 100 points incl. (Final exam – 30%)

Test / Assignment – 70 points

Final exam – 30 points

Student Workload

It is assumed that for each out of 6 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work. Personal work includes reading assigned material, completing study guide questions, preparing a video presentation. Please pay attention that 1 academic hour equals to 40 minutes.

Assignment Format

- All work should be shown in time. If the student misses the deadline – the task is failed.
- After each class, a set of multiple-choice and true-false questions will be assigned based on the material covered in class. These question-sets are designed to support knowledge-retention. Submissions are due two days after the date of each class. Answers to the questions will be distributed after submission. Points will be deducted from the final grade for each time a student fails to submit a question set.
- The Final exam covers all course material and will include critiquing a case study and require short answers in essay form and multiple-choice questions. It lasts for 1.5 hours.
- After the Final is graded, a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

Academic dishonesty

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. 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.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

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

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Schedule

Lecture	Topics	Assignments Due	Points
1	Course Overview Applications of Critical Thinking	Submit Study Guide Questions	14
2	Context and Perspective Short Case: Market Value of Gas Stations Definition and Interpretation of Evidence Critique of Economic Data and Arguments	Submit Study Guide Questions	14

3	Using Evidence to Support Arguments Hierarchy of Information Example: Valuation for Litigation	Submit Study Guide Questions	14
4	Unsubstantiated Assertions Invalid Comparisons Example: Market Value of Marine Terminals	Submit Study Guide Questions	14
5	Economic Policy Arguments Pro-rent control argument critique Anti-rent control argument critique	Submit Study Guide Questions	14
	Final Exam		30

Recommended Materials

The course will rely primarily on original material developed by the instructor. Some additional recommended reference sources, are listed below.

1. <https://dictionary.cambridge.org/us/dictionary/english/critical-thinking>
2. <https://www.scribbr.com/working-with-sources/critical-thinking/>
3. *Numbers Don't Lie*, Vaclav Smil, Penguin Books

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

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної
роботи



Л.І.Кондратенко

Завідувач кафедри



Г.А.Бевзо

Викладач



М.Ю.Мостова