



REQUIREMENTS FOR THE FINAL BACHELOR THESES
IN THE UNDERGRADUATE PROGRAM OF
INTERNATIONAL BUSINESS AND COMMUNICATION STUDIES

2026 Fall Semester

Course code	<i>MNG 157</i>
Course title	<i>Bachelor thesis</i>
Type of course	<i>Main</i>
Stage of study	<i>Undergraduate</i>
Department in charge	<i>Studies Department</i>
Year of study	<i>4th</i>
ECTS	<i>15</i> <i>6 hours of seminars and presentations (introductory seminar on the concept of Final Bachelor Theses and of applicable requirements, Bachelor Thesis topic defense, Bachelor Thesis public defense), 4 hours of consultations with Bachelor ATS, 4 hours of general thesis writing seminars, 391 hours of individual work</i>
Coordinating lecturer	<i>Lect. Asta Lisauskienė (Program Director)</i>
Studies form	<i>Full-time classes</i>
Prerequisites	<i>Internship</i>
Language of instruction	<i>English</i>

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS

Course level learning outcomes (objectives)	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. To be able to define the research problem and the main goals of a thesis in a concise way. Be able to integrate the theoretical knowledge obtained in the bachelor studies.	BLO1.1.; BLO1.2.; BLO4.3.	Thesis topic defense, final bachelor thesis defense, evaluation of advisor, evaluation of faculty reader	Consultations, individual study
CLO2. Be able to apply the knowledge to identify a business relevant problem. To be able to perform a review of academic literature, relevant to the problem-area and the main goals of a thesis	BLO1.1.; BLO1.2.; BLO4.3.	Thesis topic defense, final bachelor thesis defense, evaluation of advisor, evaluation of faculty reader	Consultations, individual study
CLO3. To be able to prepare and conduct (on an individual basis) empirical research to suggest managerial solutions. Be able to present a testable hypothesis, consistent with assumptions derived from literature review	BLO1.1.; BLO1.2.; BLO4.3.	Thesis topic defense, final bachelor thesis defense, evaluation of advisor, evaluation of faculty reader	Consultations, individual study
CLO4. Be able to collect quantitative and/ or qualitative data and perform appropriate empirical analysis to solve the research problem	BLO1.1.; BLO1.2.; BLO3.1.; BLO4.3.	Thesis topic defense, final bachelor thesis defense, evaluation of advisor, evaluation of faculty reader	Consultations, individual study
CLO5. Be able to formulate, select, analyze and generalize the information relevant for managerial solutions. Be able to demonstrate proficiency in academic writing, proper literature citation and compilation of a reference list.	BLO1.1.; BLO1.2.; BLO4.3.	Thesis topic defense, final bachelor thesis defense, evaluation of advisor, evaluation of faculty reader	Consultations, individual study, bachelor thesis defense
CLO6. Demonstrate ability to present findings of the thesis to an academic community of peers and defend the thesis in front of a faculty panel	BLO4.1.; BLO4.2	Thesis topic defense, final bachelor thesis defense, evaluation of an advisor, evaluation of a faculty reader	Consultations, individual study, public defense of a thesis

1. GENERAL ASPECTS

The **Final Bachelor Thesis (FBT)** is an independently prepared thesis, which summarizes the knowledge, abilities, and skills acquired in the course of studies and serves as a substantiation of the international business qualification awarded.

1.1. Students have to write the FBT about the same company in which the Internship was taken before. This shall ensure the practical approach of the FBT. Any exception has to be confirmed by the **Program Director (PD)** and is only granted in the following cases:

- a) A student does the internship in a consulting company (advertising agency, audit company, market research company, etc.), and analyzes the activity of company's clients or solves a problem on request of clients. The situation should be clearly described in the FBT, reasons why the internship place and company under analysis do not match have to be explained.
- b) A student is not able to conduct empirical research on the company which has been the place of the internship (due to bankruptcy of the company, inability to pursue the relationship with the company or the **Academic Thesis Supervisor (ATS)** rejects the company as a possible stakeholder for the thesis). In this case an internship which will be done/ was done in another company can act as the case for the FBT. A certificate that the company is aware and agrees that the FBT is written on its data has to be provided.

1.2. Due to the International scope of the study program, an international aspect has to be an essential element of the FBT. Generally speaking – internationalization is defined as “business that covers aspects of more than one (national) market”. The nationality/citizenship of the student, the country of origin of the company or the country where the company is legally registered is hereby irrelevant. The current size of the company, as well as the stage of internationalization (if the company is only in one country or already in several markets) is for that issue irrelevant as well.

In case the topic fails to fulfil any of the requirements – permission from the PD has to be obtained. Examples of “international aspects” are:

Foreign market entrance; Assessments of new geographical market; Introduction of a product in a new market; Internal and external communication aspects, which involve two or more international markets/ business units; Comparative brand attitudes among markets; Global or regional brand portfolio management; Adaptation of global strategy to a specific national market, International human resource management.

1.3. A relevant problem of a company/institution should be analyzed in the FBT. Aim of the work is to provide solutions to this relevant problem. The FBT is prepared during the seventh semester of studies and grants 15 ECTS credits.

2. STRUCTURE OF THE FINAL BACHELOR THESIS

The **FBT must be prepared in adherence to the Formatting and Citing Requirements of Academic Papers** applicable to undergraduate studies at ISM University of Management and Economics. The structure and scope of individual sections of Final Bachelor Theses is specified in Table No. 1 below.

Table No. 1. Structure and scope of the Final Bachelor Theses

Section	Volume (words)
Title page	1page
Summary	Max. 1 Page
Table of contents/ List of Figures/ List of Tables	No limitations
Introduction	500-1000 words
Analysis of situation	4000-5000 words
Empirical research	3500-5000 words
Managerial solutions	3500-5000 words
Conclusions	500-1000 words
List of references	No limitations
Total:	12 000-17 000 words (excluding summary, appendix, table of contents and reference/literature list)
Appendixes	No limitation

2.1. The purpose of the **summary** is to provide the following key information about the final thesis: topic, aim and objectives, research methods, and results. The summary is written in English only and follows right after the title page. **Three to five keywords – as well as the number of words** (see above) have to be specified after the summary. The summary may not exceed one page. The author and the title of the final thesis are specified above the summary:

[Surname, first letter of given name]; Enhancement of the employee assessment system at “Baltic Supply” Ltd. [manuscript]: Final Bachelor Thesis. International Business and Communication Studies: Vilnius, ISM University of Management and Economics, 2016.

2.2. The **Table of contents** of FBT Thesis must correspond to the structure of the thesis (see Table No. 1). The table of contents must contain all the sections as set by the requirements for the structure of the FBT.

Titles of the sections and their start page numbers must be specified in the table of contents. The table of contents must start with the ‘Introduction’ section and end with the ‘Annexes’ section. It is important that the titles of individual sections are not identical to the title of the topic of the entire thesis and that the titles of subsections do not repeat the section titles. On the other hand, the main key concepts, which are mentioned in the topic title, must be reflected in one manner or another and be related to section titles, while section titles must be linked to subsection titles. Section, subsection, and the paragraph titles must follow from each other and form a totality.

2.3. The **introduction** serves as a ‘business card’ for the entire thesis. The introduction must reflect the essence of the final thesis and present the key issues of the topic being discussed. The structure of the introduction must be as follows:

- Relevance of the topic;
- Research problem;
- Aim of the thesis;
- Objectives of the thesis;
- Research methods;

- Practical value of the thesis;
 - Logical sequence of the thesis;
- a) The introduction must reveal the relevance of the topic being studied and its importance both in theoretical and practical terms on the whole and for the analyzed company (companies) or organization(s). Relation to international business management and communication should be outlined and emphasized!
 - b) Following the description of relevance of the topic, the research problem of the final thesis must be substantiated and formulated. The research problem is normally formulated as a statement or question. The essence of the research problem should demonstrate not only the problem itself, but a clear search for presumable solution of the identified problem: What motivation system should be adopted in company "X" to leverage needs of employees of different cultures? How to amend the marketing mix of "X" in order to get better consumer response in Estonia and Lithuania? How to optimize warehouses of "X" among Poland, Latvia and Lithuania? What foreign entry modes should be used by "X" while entering Polish market?
 - c) The introduction must contain a short and specific description of the aim and objectives of the final thesis. The aim of the thesis must be closely related to the title of the thesis and reflect the desired result. The aim of the thesis must be stated concisely in one sentence. The aim is then detailed by listing certain objectives, which must reflect the stages for achieving the objective.
 - d) The introduction must specify what research methods (observations, surveys, experiments, document analysis, interviews, statistical data analysis, modelling, case study, etc.) were used in the preparation of the thesis. In case where the objective and logic of the research provide for the processing of mathematical data, the introduction must specify what statistical methods, models, and programs were used.
 - e) The practical value of the final thesis for the relevant specific company or organization must be specified at the end of the introduction. In individual cases, the final thesis may have practical significance for an entire economic field/industry/region.
 - f) At the end of the introduction the logical sequence of the work must be explained: main parts of the thesis named and each part briefly analyzed.

2.4. Situation analysis. This is the first of three main sections of final thesis and consists of two parts.

- a) The first part contains an analysis of the internal situation of a specific company or organization and an analysis of its external environment, the goal of which is to identify and define the research problem of the thesis and to substantiate the importance of the problem. An analysis of the situation must be based on established theoretical models. For example, models suitable for the external market analysis may include a PESTEL analysis, ESG analysis, SWOT analysis, etc. For the internal company analysis, the student has to select models and theoretical concepts that corresponds to the field of the internship, for example:
 - *International Marketing* – Positioning, marketing goals and tactical decisions, outlining elements of marketing mix (4Ps for goods and 7 or 8 Ps for services),
 - *Internal Communication and Human Resources* – HRM strategy and policy (expatriate integration, differences of motivation system across regional branches, employee recruitment), communication during negotiations, organizational communication, etc.
 - *International Business Decisions* – *analysis of segments in foreign markets*, analysis of foreign entry modes, analysis of management models, effects of previous mergers and acquisitions, etc.

- b) The **second part explores theoretical aspects of the FBT and the literature** available on the topic, provides explanation of definitions and terms, and explore the problem on a theoretical level. This part of the FBT discloses and synthesizes opinions of various scientists and experts and presents and substantiates the author's personal opinion about the problem explored. Students must rely not only on the information of the textbooks, but also on various scientific articles, monographs, and other publications which contain collected and digested theoretical material on similar problems. The Situation analysis should end with the clearly argued and stated problem. 1-3 paragraphs that frame overall analysis and penlight the problem that has to be solved having given facts and theoretical aspects in mind are recommended.

2.5. Research. The research has to **be based either on primary or secondary sources**. Depending on the scope of the topic, students should decide together with their ATS which approach fits best.

- a) The optimum scope of the empirical research must be defined in relation to available resources. Any unrealistic expansion outside the subject matter and objective of the empirical study must be avoided. Data that is collected and used for an FBT should be public or a student has to be sure that data can be used for academic purposes (presented during public defense). The empirical part normally comprises the following two subsections: empirical research methods and empirical research process and results.
- b) The description of methods of the empirical research must contain the aim and objectives of the empirical research, the order of the stages of the research. The choice of the empirical research method (primary vs. secondary; quantitative vs. qualitative) must be substantiated. The choice of the data collection method (surveys, interviews, focus groups, observations, experiments, content analysis, etc.) must be explained; the research sample(s) must be substantiated, and the sampling procedure must be described; and the logic of preparation of the research instrument (questionnaires, focus groups scenarios, observation sheets, etc.) must be described.
- c) Description of the research instruments should include what theoretical concepts (views, approaches, and attitudes) were used. Note, that comparative surveys (cross-cultural, cross-national) might require different approaches in methodology, if compared to one-stratum surveys.
- d) The final part of this section must contain a description of the data analysis methods, which it is planned to use. In other words, the description of research methods must reflect all the information, which would enable other researchers to repeat the research. Any important additional research information (statistical data, sample questionnaires and observation protocols, audio and video recordings, etc.) must be provided as annexes to the FBT.
- e) A standard structure of the 'Empirical research methods' section may be as follows:
- Aim and objectives of the research
 - Theoretical foundations of the research
 - Research method and data collection method
 - Research samples and sampling procedure
 - Explanation of the research instruments used
 - Data analysis methods
- f) The description of the process of the empirical study must contain information about the data collection process and the problems encountered during the study. When presenting the results of this section of final thesis, particular attention must be paid to the summarization, presentation, comprehensiveness of analysis, and interpretation of the results.

- g) In the case of quantitative studies, appropriate statistical methods and programs, which follow current scientific standards, must be used.
- h) Students collecting primary empirical data with online survey tools have to provide data collection tool, link, login and password in description of empirical methodology. The goal of such access is to assess the reality and volume of survey. It is necessary to limit responses to 1 from one IP address. **Survey instruments that allow to identify respondent's IP and location are required** (for example, <http://www.qualtrics.com>). If the student declines to provide login data, the reasonable ground to question his survey appears. In case an online survey tool is chosen, the student must explain and discuss the representativeness of the sample.
- i) Primary quantitative data should be collected by other than internet means (personal survey) only when it is necessary due to the nature of population (for example, hotel guests) or due to the nature of research goal (for example, it is necessary to try product samples). In such case student is responsible to provide proof of survey and data at any time from the submission to the ATS till the final defense and Defense committee decision.
- j) Students who implement qualitative survey have to provide systemized script of in-depth interviews in the annexes („Questions-respondents“ matrix is recommended) or scripts with systemized content analysis sheets for focus groups.

2.6. The managerial solutions section must present specific proposals for solving the problem tackled. Managerial solutions must be specific and properly substantiated. The substantiation provided must be based on the results achieved throughout the entire preparation process of the FBT and on the relevant theoretical models, statements, etc.

- a) Managerial solutions have to be based on clear theoretical or logical model(s), that correspond to the thesis topic.
- b) Goals and/or objectives should be set up for managerial solutions. The goals have to help to minimize the problem tackled. They have to be based on situation analysis, research results, theoretical models and general business logic. Goal have to follows SMART principles (specific, measurable, attainable, relevant, time-oriented).
- c) Solutions have to provide particular actions or interim results that are necessary for problem solution. Plan of actions have to be provided. Recourses (financial, human, other) have to be assessed. Recommendation, how company should achieve the results, should be provided. Measures of success (problem reduction) should be stated.

2.7. The conclusions must contain a structured presentation of the results of the final thesis. The conclusions must prove that the author has achieved the aim formulated in the introduction and performed the set objectives. The conclusions serve as an answer to the objectives formulated at the beginning of the thesis. Conclusions must be specific, and their formulation should not contain any unnecessary additional argumentation or repeat conclusions drawn by other authors. Conclusions must prove that the author has achieved the aim stated in the introduction of the thesis and solved objectives raised. The conclusions must be numbered.

2.8. References must comply with the bibliography standards¹ and contain a balanced list of national and international publications, research classics, and latest studies. Sources, which were not cited in the thesis itself, must not be included in the bibliography. The bibliography of Final Bachelor Theses is supposed to **contain at least fifteen academic informational sources**. Sources not quoted (referred) in the text should not prevail in the list of literature. All sources quoted and/or referred in text should be included in the list of literature.

¹ Bibliography standards can be consulted in the document 'Formatting and Citing Requirements of Academic Papers' issued by ISM University of Management and Economics or at https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html.

The form of publication (book; journal paper, interview or online source) is irrelevant – however the academic quality and integrity of the source is of high importance.

2.9. Appendixes. Appendixes should include statistical, sociological, and legal information, internal company documents, and other information, which explains the ideas, described in the thesis. Annexes may also contain sample questionnaires and primary and secondary data tables used during research, systemized data of qualitative survey (for example script in the form of “Questions-respondents” matrix).

3. PREPARATION OF THE FINAL BACHELOR THESIS

3.1. A detailed time schedule of practical work and preparation of the FBT with approved dates is provided in the document “schedule”. After each stage, students shall contact and report to their ATS.

Table No. 2. Preparation process of the Final Bachelor Thesis

Item No.*	STAGE	COMMENTS
1.	Information about selection of field of research (and appointment process of thesis advisors) is sent to students	Students are introduced to the practical work and preparation of FBT, defense procedure, assessment criteria, and fields of research and subject matters from which they may choose. Requirements for Final Bachelor Theses are also presented.
2.	Selection of a Field of research for Final Bachelor Theses	Students choose the desired research topic and subject matter from the proposed list and upload the completed questionnaire to the e-learning system. <i>By the date specified in the Final Bachelor Theses preparation time schedule (Annex No. 1).</i>
3.	Appointment of Theses Advisors	Students are informed about the ATS assigned.
4.	Academic Thesis Supervisor Consultation 1	ATS assist students in the formulation of the topic and problem and in the identification of the main objective of final thesis.
5.	Preparation of the Introduction and Analysis of Situation Section	Students prepare the Introduction and the Analysis of Situation Section of their FBT. Materials collected during strategic market analysis may be used.
6.	Submission of the Introduction and Analysis of Situation to Academic Thesis Supervisor and E-Learning System	Students present electronic versions of their introductions and analyzes of situation to the ATS as well as to e-learning system. <i>By the date specified in the Final Bachelor Theses preparation time schedule (Annex No. 1).</i>
7.	Academic Thesis Supervisor Consultation 2	ATS indicate any shortcomings of analyzes of situation and any parts to be adjusted and help students to formulate the objective of the empirical study and choose appropriate research methods.
8.	Defense of Final Bachelor Thesis Topics with Program Director	The topic needs to be confirmed by the ATS and the PD. The PD will announce in advance which form of presentation/discussion will be required. Participation of the students is obligatory. Only the topics that are presented at the discussion are submitted for the approval to the Study Committee.
9.	Repeated Presentations of Final Bachelor Thesis topics at a SEMINAR and Defense of the Topics	Students whose thesis topics <u>were not approved</u> are invited to present their topics once again. If the topic is not approved, the Study Committee is convened to take a decision regarding further preparation of the thesis

10.	Approval of Thesis Topics by Study Commission	The study commission formally will approve the defended topics
11.	Preparation of Research Method and Data Analysis Section (Empirical Research Part)	Students prepare the Empirical Research Part of their FBT. During preparation of this section, students, based on independently prepared and substantiated empirical study methods, collect empirical data and analyze and interpret it.
12.	Submission of Empirical Research part to Academic Thesis Supervisor and E-Learning System	Students present electronic versions of their empirical study sections to the ATS as well as to e-learning system . <i>By the date specified in the Final Bachelor Theses preparation time schedule (Annex No. 1).</i>
13.	Academic Thesis Supervisor Consultation 3	ATS indicate any shortcomings of the empirical study sections and any parts to be adjusted and advise students on management solutions.
14.	Thesis Interim defence	Interim thesis defence is aimed to verify if a selected empirical research method(s) is(are) appropriate for the research topic and whether the chosen method(s) and selected data source are viable for the successful completion of the thesis. Students give a 5-minute presentation. Participation is compulsory.
15.	Preparation of the Managerial Solutions Section and Conclusions	Students choose and briefly describe the theoretical models based on which managerial solutions will be based. Furthermore, students prepare specific proposals for solving the problems posed in the analysis of situation section. They also look for arguments (both theoretical and empirical) to substantiate the decisions chosen.
16.	Submission of Managerial Solutions and Conclusions Part to Academic Thesis Supervisors	Students present electronic versions of the Managerial Solutions and Conclusions Part of their FBT to the ATS as well as to e-learning system . <i>By the date specified in the Final Bachelor Theses preparation time schedule (Annex No. 1).</i>
17.	Academic Thesis Supervisor Consultation 4	ATS specify any shortcomings of the final thesis.
18.	Submission of the Final Bachelor Theses to Academic Thesis Supervisors and Study Department	Students present final electronic versions of their final theses to the ATS as well as to e-learning system . <i>By the date specified in the Final Bachelor Theses preparation time schedule (Annex No. 1).</i> Electronic version of a thesis , named following the sample format: • Surname_Name_IBC_2019 is uploaded into e-learning system in assigned catalogue. On submission of the thesis to the Study Department, students also submit signed author's declaration (Annex No. 2). <i>By the date specified in the Final Bachelor Theses preparation time schedule (Annex No. 1).</i>
19.	Academic Thesis Supervisors Prepare Review of the Final Thesis	ATS prepare written opinions about the preparation process of final theses (pro-activeness, independent work skills, ability to consider comments received, time planning skills, and diligence of students). Electronic versions of the opinions are sent to the head of the relevant research field.

20.	External Review of Final Theses	Reviewers prepare their written reviews on the thesis contents and their compliance with formal requirements.
21.	Meeting of the Study Commission and Decisions Regarding Permission to Defend Final Bachelor Theses	A meeting of the Studies Commission is held, in which decisions regarding the suitability of final theses for public defense are taken.
22.	Defense of Final Bachelor Theses	Defense of Final Bachelor Theses is held according to individual research fields at ISM Campus in Vilnius/Lithuania.

**Item numbers of the stages correspond to the stage numbers presented in Annex No. 1 ('Undergraduate practical work and final thesis preparation time schedule').*

3.2. One of the primary stages in the preparation of final theses involves **choosing a research area** and subject matter. At this stage, students shall choose a field of studies, which they will later narrow down with the help of their thesis advisers. Later, students will also adjust the research problem and formulate the topic of their thesis. The key criterion for choosing a final thesis research field and subject matter should be their relevance for specific organizations. A list of the FBT research fields and recommended subjects is provided in Table No. 3 below.

Table No. 3. List of FBT research fields and recommended subjects

AREA OF STUDY	SUBJECTS OF FINAL THESIS
International Marketing	• Marketing Strategies in International Markets • Product Portfolio/ Development in International Markets • Promotional Techniques for International Markets • Placing (distribution management) in International Markets • Branding in International Markets • Relationship Marketing • Pricing Decisions in International Markets • Other (you are welcome to suggest your own)
Internal Communication and Human Resources	• Comparison of Leadership Styles in Multinational Companies • Employee Motivation and Development in Multinational Companies • Internal Communication in Multinational Companies • Corporate Communication • Cross-country Comparison of Employee Performance • Organizational Culture and Corporate Social Responsibility • Other (you are welcome to suggest your own)
International Business Decisions	• Business Strategies in Foreign Markets • Foreign Entry Modes (selection and management) • Selection of Geographic Markets for Expansion • Mergers and Acquisitions • Foreign Direct Investments (FDI) • Company Restructuring in Relation to International Activities. • International Supply Chain/ Risk Management • The Impact of International Trade Agreements/ Economic Trends on Individual Companies • Other (you are welcome to suggest your own)

3.3. Formulation and approval of topics. Choosing a final thesis topic is an important process involving several stages. During the initial stage of formulation of topics, students perform an analysis of situation. This analysis will help students to adjust the thesis topic, aim, objectives, data sources planned to be used, and research and data analysis methods planned to be employed.

3.4. During the second stage of choosing a topic, students prepare a **short presentation** for the thesis topic defense. The purpose of the discussion is to confirm that the FBT topic satisfies the requirements, that the student fully understands the thesis aim, has formulated clear objectives for his/her thesis, knows what data

he/she will need during preparation of the thesis and how he/she will collect this data and what methods will be used to analyze this data.

The topic defense is organized by the PD and includes the ATS and the student who is preparing the FBT. Comments during the topic defense shall be considered and the topics should be in case improved by the student. The final topics are approved by PD. If a topic is not approved, students are granted an additional week to eliminate any shortcomings and prepare additional defense. Lists of approved topics of the students who are allowed to prepare a final thesis as well as names of academic advisers are published.

3.5. Thesis Interim Defence: Empirical Research Focus

Interim thesis defence is aimed for inspecting if a selected empirical research method complies with the topic and a key research question/problem addressed. Students have to prepare a 5 minute presentation that would include the following:

Typical structure of presentation:

1. Core takeaways from literature review part providing a background for empirical research.
2. Research framework and Hypotheses (if applicable).
3. Selected empirical research method(s) and arguments for method choice.
4. Questionnaire;

The key criteria for evaluating the empirical research section of the thesis are as follows:

- The student demonstrates knowledge and critical understanding of relevant academic literature related to the research topic and uses it to support the research design.
- The selected research method is appropriate for addressing the research question and is thoroughly justified.
- The student demonstrates a strong understanding of the chosen methodology, including sampling, data collection, and data analysis procedures.

In the Thesis Interim Defence seminar the Program Director (mentor of the problem area) or other faculty member and an appointed faculty member as well as a research advisors (optional) and students writing the theses take part. Evaluation is done by Program Director (mentor of the problem area) or another faculty member and an appointed faculty member. If a student fails to defend empirical research framework/methodology (including the case of student absence for the defence seminar), Studies Committee has a right to terminate the process of final bachelor thesis preparation.

3.6. Electronic versions of the theses are uploaded on e-learning system.

3.7. The deadline for delivery of final theses is specified in the FBT time schedule.

Students who fail to submit their final thesis to the Study department on time are not permitted to defend the thesis.

All course participants must comply with the ISM University of Management and Economics Artificial Intelligence Policy published on the e-learning platform.

4. DEFENCE OF THE FINAL BACHELOR THESIS

4.1. By decision of the Studies Commission, students may be denied the opportunity to prepare and defend the FBT, if:

- a) The Studies Commission has **not approved the topic** of the relevant final thesis
- b) The relevant student has **failed to adhere to the approved thesis preparation deadlines** including the deadlines of submitting separate part of thesis

- c) **Assessment of ATS is negative** (below 5,0)
- d) **Assessment of Thesis reviewer is negative** (below 5,0)
- e) The relevant student **has violated academic ethics**
 - a. **Plagiarism:** In case the author has used another person's words or ideas without giving credit to that person. (See recommendations of the Committee of Ethics and APA Requirements²).
 - b. **"Ghost-writer":** The thesis has to be written by the student alone. In case another person is writing parts/the entire thesis for the student, this is considered to be a violation of academic ethics.
- f) The FBT **does not meet the formal requirements**
 - a. The thesis has **less than 12.000** or **more than 17.000 words**
 - b. **The sections are below the minimum required words**
 - c. The **research sample is not representative for the entire population** (typical problem in cases when surveys are done online and/or randomly spread via personal social media sites such as Facebook, LinkedIn etc.)
 - d. The **number/quality of interview partners is insufficient (7-9** is considered to be the **absolute minimum** – depending on the industry or market)
 - e. **Reports/access codes** of the survey instruments that allow to identify **respondent's IP and location/** proof of survey data are **not available to the reviewer (written in the thesis)**.
 - f. **Systemized script of in-depth interviews is not provided** in the annex
- g) Student **who fails to submit their final thesis on time** are not qualified for the defense

4.2. Quality Control:

- a) ATS are obliged to report to the PD if the student violated the regulations and/or deadlines on thesis writing.
- b) The Study administration has a right to review each thesis draft part and to verify those using electronic plagiarism verification systems. Plagiarism verification reports will be provided to the ATS and to the Studies Commission.

4.3. The FBT must be defended in a public defense and is assessed by a defense commission. The chairperson of defense commission invites a candidate for the presentation of his/her thesis, reads the title of the thesis aloud and specifies when the author of the thesis can begin his/her speech:

- a) The author of the final thesis makes a short presentation (up to 10 minutes) of his/her thesis, in which he/she specifies the relevance of the topic, the problem being solved in the thesis, and the aim and objectives of the thesis; he/she then introduces the situation in the company being analyzed and in its external environment; the author then presents the main theoretical assumptions based on which the thesis was written. Then, the author describes the empirical study method employed and substantiates his/her choice, presents the study results achieved, describes managerial solutions, and finally presents his/her thesis conclusions and recommendations.
- b) The chairperson reads the comments of the ATS aloud and summarizes his/her assessment.
- c) The chairperson reads the comments and questions of the independent reviewer aloud and summarizes his/her assessment.

² Bibliography standards can be consulted in the document 'Formatting and Citing Requirements of Academic Papers' issued by ISM University of Management and Economics or at <http://www.lib.berkeley.edu/instruct/guides/apastyle.pdf>.

- d) The author of the thesis answers the questions raised by the reviewer.
- e) Members of the defense commission and other parties attending the meeting may ask questions to the author, which the author has to answer. The chairman of the commission has the right to finish each session at time.

5. ASSESSMENT OF THE FINAL BACHELOR THESIS

5.1. On completion of all defense speeches planned for a given day, **decisions concerning assessment of the theses are taken at a closed meeting of the defense commission.** Decisions regarding assessment of final theses are collegial. When taking the decisions, the opinions provided by the thesis reviewer, thesis adviser, and defense committee are considered.

5.2. Assessments of particular committee members, thesis adviser, and thesis reviewer are not announced neither before the defense of the FBT, nor after that. The content of the review is presented upon demand only to students, who have received a negative review and were not allowed to defend thesis. The name of the reviewer is not disclosed until theses defense.

5.3. The content of final theses is assessed based on the following criteria (the assessment is done by the, ATS, external reviewers and members of the bachelor thesis defense commission)

- a) Clarity and integrity of the thesis topic, aim and objectives
- b) Clearness of purpose and depth of analysis of the relevant situation
- c) Substantiation of research methods and quality of results
- d) Specificity and reasonableness of managerial solutions and conclusions
- e) Overall completeness and consistency of the thesis.

5.4. The progress of preparation of final theses is assessed based on the following criteria (the assessment is done by the ATS):

- a) Pro-activeness
- b) Independent work and ability to react to comments received
- c) Ability to plan time and diligence

5.5. The presentation and defense of final theses are assessed based on the following criteria (the assessment is done by the defense committee members):

- a) Consistency and professionalism of presentation
- b) Substantiation of answers to questions
- c) Appropriateness of use of management terminology
- d) Ability to demonstrate deep understanding of problem area, to formulate thesis aim and objectives, to discuss relevant theoretical models, conduct the research, and provide conclusions
- e) Overall completeness and consistency of the thesis
- f) Overall quality of presentation.

Annex No.1

Learning objectives for the Bachelor of Business Management

Programmes:

*International Business and Communication,
Business Management and Marketing, Finance,
Industrial Technology Management*

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Annex No.2

BACHELOR THESIS SUBMISSION FORM
(the form should be typewritten)

I hereby submit this Bachelor Thesis. In submitting my Thesis for inclusion in the University archive, I hereby certify that this Bachelor Thesis represents my own work and has been written in accordance with commonly accepted principles of academic ethics as defined in ISM Regulations of Studies.

[illegible]

Name, Last name

Student ID

Signature

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Study Programme

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Bachelor Thesis Title

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Advisor (Name, Last name)

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Submission deadline

To be completed by administration only.

Confirmation of Bachelor Thesis submission:

Date: _____ Name, Last name: _____ Signature: _____