

**ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT**  
Zagreb, Filipa Vukasovica Street 1

**GRADUATE THESIS REGULATIONS**  
**Professional Graduate Study Program,**  
**MBA Program**

**Zagreb, March 2023**

## **GENERAL PROVISIONS**

### **Article 1.**

This Regulation outlines the process for submitting, preparing, and evaluating the master's thesis for the Professional Graduate Study Program, MBA program (hereinafter referred to as the master's thesis), at the Zagreb School of Economics and Management (hereinafter referred to as ZŠEM).

### **Article 2.**

To obtain the corresponding professional title, it is mandatory for the student, in addition to passing exams and fulfilling other obligations, to submit and successfully complete a master's thesis and defend it before a three-member Committee for Thesis Evaluation and Defense, in accordance with the provisions of ZŠEM's Statute, the Study Regulations, and this Regulation.

### **Article 3.**

A student who produces an exceptionally successful seminar paper during their studies, sufficiently meeting the educational objectives, may be exempt from preparing a master's thesis. In such cases, upon the recommendation of the course instructor (mentor/co-mentor), the Committee appointed by the Dean will treat the seminar paper in the same manner as a master's thesis.

### **Article 4.**

The master's thesis is an independent work by the student, demonstrating their mastery of the Study Plan and Program, acquisition of advanced knowledge, and ability to apply it in practice, as well as their successful use of scientific methods in research and presentation of research findings.

Through the master's thesis, the student applies their knowledge and methodologies, showcasing professional expertise and independence at the graduate level, corresponding to Level 7 of the Croatian Qualifications Framework. By completing the thesis and its defense, the student demonstrates the ability to integrate acquired knowledge, achieving the program outcomes outlined by the Dublin Descriptors, which encompass both field-specific and general competencies. These outcomes are also aligned with practical needs, as well as the standards and demands of the profession of master of business administration at the MBA level (Appendix E).

## **• SELECTION AND REGISTRATION OF THE MASTER'S THESIS TOPIC**

### **Article 5.**

In accordance with applicable legal regulations, the duration of studies must not exceed twice the prescribed length of the study program. Students enrolled in the Professional Graduate Study MBA program are required to register their master's thesis topic during the final semester of their studies, and no later than six (6) months after the end of the semester, according to the following schedule:

- **Students enrolled in the winter semester**

For students who began their studies in the winter semester of the academic year, the deadline to register the master's thesis topic is six (6) months after the end of the summer semester, which concludes on July 20.

- **Students Enrolled in the Summer Semester**

For students who began their studies in the summer semester of the academic year, the deadline to register the master's thesis topic is six (6) months after the end of the winter semester, which concludes on February 28.

**Note:**

The registration of the master's thesis topic must be completed within a timeframe that ensures the total duration of studies does not exceed twice the prescribed length of the program (two years for a one-year graduate study).

In exceptional cases, students may request an extension of the deadline for registering their master's thesis topic from the Graduate Study Program Committee due to justified reasons or force majeure. The student must submit a written request to povjerenstvo@zsem.hr before the deadline expires.

## **Article 6.**

### **Exchange**

Students of the Professional Graduate MBA program participating in an international exchange at one of ZSEM's partner universities may exceptionally be granted an extension for registering their master's thesis topic, but only in the following cases and under the specified conditions:

- **Exchange During the First or Second Semester**

If a student participates in an exchange during the first or second semester of the Professional Graduate MBA program and is required to make up for missed courses upon their return, they may be granted an extension for registering their master's thesis topic for up to four (4) months after completing the lectures for the required make-up courses.

- **Exchange After Completing Lectures**

If a student participates in an exchange after successfully completing all coursework obligations in the Professional Graduate MBA program, they may be granted an extension for registering their master's thesis topic for up to four (4) months after returning to Croatia.

**Note:**

All extensions for registering the master's thesis topic are subject to the condition that the total duration of the student's studies does not exceed twice the prescribed length of the program (two years for a one-year graduate study).

## **Article 7.**

### **Elective Courses**

All students enrolled in the Professional Graduate MBA program are entitled to select up to two (2) elective courses during their academic year, which are included in the tuition fee. Additionally, elective courses may be taken in the following academic year. Students may also choose elective courses beyond these specified timeframes; however, in such cases, the courses will be charged based on the ECTS credit value applicable in the academic year when the selected elective course is offered.

## **Article 8.**

### **Substitute Courses**

If students of the Professional Graduate MBA program are unable to attend a required course for certain reasons, and if the course cannot be completed without attending classes, the Graduate Study Program Committee may review the student's request and approve a substitute course.

A substitute course may exceptionally be approved for:

- health reasons
- business obligations.

The substitute course may be a required or elective course from any concentration, provided it carries the same or a higher number of ECTS credits as the course the student wishes to replace. The Committee may approve a substitute course if it has an appropriate number of ECTS credits and meets the same learning outcomes.

The student may only choose substitute courses whose lecture schedule does not overlap with the schedule of their remaining required courses.

A student wishing to replace a course must submit a request for substitution electronically to the Graduate Study Program Committee at [povjerenstvo@zsem.hr](mailto:povjerenstvo@zsem.hr). The request must be submitted no later than seven (7) days after the conclusion of lectures for the course the student did not attend and wishes to replace.

The request must include the reason for the course substitution, the correct name and ECTS credits of the course to be replaced, and the correct name and ECTS credits of the substitute course. Additionally, the request must be accompanied by evidence supporting the aforementioned situations that warrant an exceptional course substitution.

If the request does not contain all the specified elements, it will not be reviewed by the Graduate Study Program Committee.

## **Article 9.**

A student may change the thesis topic once, by submitting a request to the Graduate Study Program Committee, typically no later than ninety (90) days from the date of selecting the first topic.

In agreement with their mentor/co-mentor, a student may choose a thesis topic and begin writing the thesis even before the official deadlines.

If the master's thesis topic relates to ZŠEM's areas of activity, the student must obtain prior approval from the Dean to use the relevant data.

### **Article 10.**

Master's thesis topics are selected from the list of proposed courses within the graduate program, focusing on areas that best fulfill the learning outcomes.

Each professor teaching in the program is required to propose at least ten (10) topics for the master's thesis.

The topic is assigned and defined by the course professor (hereinafter referred to as mentor/co-mentor) from the course chosen by the student.

The mentor/co-mentor may also assign the thesis topic in collaboration with the student or accept a student's proposed topic.

### **Article 11.**

The application for the master's thesis topic must be written in the third person singular (e.g., "This research will present..." or "This thesis addresses..."). The use of the first person singular or plural should be avoided.

The title of the master's thesis must concisely and clearly reflect the essence of the thesis content.

The structure of the thesis must be developed to a minimum of two (2) and a maximum of three (3) levels.

The explanation of the thesis topic must include all of the following elements:

- defining the research problem
- stating the purpose and objectives of the research
- reviewing existing research on the subject
- scientific and/or research methods
- a brief description of the content (by sections)
- a list of domestic and international literature the student plans to use during thesis writing.

The application must be prepared in accordance with Articles 27, 28, 29, 30, 31, and 32 (technical formatting and text organization, thesis structure, citation and referencing methods).

The application must be proofread, and the proofreader must be listed in the Statement of Mentorship Approval (Appendix A). The proofreader must be someone with a completed undergraduate degree in Croatian Language or Comparative Literature, and their name must be included in the application. If the master's thesis is written in English, the proofreader must have completed an undergraduate degree in English Language.

The application must include a CV in EU format. The CV template can be downloaded from the following website: [Europass CV Template](#).

In the Statement of Mentorship Approval, the mentor/co-mentor must propose the members of the Committee for Thesis Evaluation and Defense. The Graduate Study Program Committee:

- accepts the proposed committee members

- suggests changes to the proposed committee members
- does not approve the proposed committee members.

Applications that do not include a proposed Committee for Thesis Evaluation and Defense will not be considered by the Graduate Study Program Committee.

The application for the master's thesis topic must be submitted electronically. The electronic document should combine all components into a single file (application + Appendix A + CV in EU format). The mentor/co-mentor must send the application (titled: Master's Thesis Topic Application, Student's Name and Surname, MBS) to povjerenstvo@zsem.hr.

The application will then be reviewed by the Graduate Study Program Committee, which will send its decision and suggestions to the candidate and the mentor/co-mentor.

By sending the application via email, the mentor/co-mentor confirms their consent to act as a mentor and agrees to all elements of the application.

Applications that do not include all the required elements specified in this article will not be reviewed by the Graduate Study Program Committee.

The deadline for sending the application to the mentor/co-mentor is fourteen (14) days before the submission deadline for the Committee meeting, to allow the mentor/co-mentor to review the application and suggest any necessary revisions. If the student submits the application to the mentor/co-mentor after this deadline, the mentor/co-mentor is not obligated to forward the application to povjerenstvo@zsem.hr.

The Committee will only review applications from students who submitted their thesis topic application to the mentor/co-mentor within the specified timeframe. Applications sent by the mentor/co-mentor to povjerenstvo@zsem.hr will be reviewed at the next Committee meeting.

The Graduate School Office will inform students about the Committee meeting dates via email and the MBA notice board.

### **Article 12.**

The Graduate Study Program Committee may approve a different format and structure for the master's thesis application or the thesis itself in cases where the thesis is written during a student exchange program, with co-supervision by a faculty member from the Zagreb School of Economics and Management and a faculty member from the partner institution.

The mentor and co-mentor guide the student in writing the thesis to ensure that it meets the workload requirements and learning outcomes prescribed by the curricula of both partner institutions.

### **Article 13.**

The master's thesis topic application submitted by students—candidates for thesis preparation—is approved by the Graduate Study Program Committee.

The Graduate Study Program Committee makes decisions regarding:

- accepting the application, thereby confirming the topic and mentor/co-mentor
- revising the application, with a deadline of twenty (20) days for the student, in collaboration with the mentor/co-mentor, to modify the application in accordance with the instructions of the Graduate Study Program Committee
- rejecting the application.

- **MENTORSHIP**

**Article 14.**

A mentor/co-mentor may be a faculty member who holds a doctorate and has been appointed to a teaching position.

Exceptionally, depending on the topic and field of the candidate's thesis, the Committee may approve a mentor/co-mentor who holds a master's degree in science and has been appointed to a teaching position.

The mentor/co-mentor is responsible for guiding and directing the candidate throughout the preparation of the master's thesis.

- **DEADLINES**

**Article 15.**

The student is required to register the master's thesis topic within the deadline specified in Article 5.

If the student does not register the master's thesis topic within the prescribed deadline, which is included in the tuition fee, the registration of the thesis topic will incur an additional cost calculated as follows:

The total ECTS value of the master's thesis x the nominal value of an ECTS credit from the tuition fee of the academic year in which the student registers the thesis topic, reduced by 50%.

**Article 16.**

The student is required to submit the master's thesis and a copy of their Studomat transcript to the Student Services Office ([referada@zsem.hr](mailto:referada@zsem.hr)) for verification. The Student Services Office issues a certificate confirming the completion of the student's obligations, based on which the student may proceed with the thesis defense.

The deadline for submitting the grade verification request to the Student Services Office is at least thirty (30) days before the planned defense date.

A student may complete grade verification even before finishing the master's thesis, provided they have passed their final course and all grades have been entered into Studomat.

**Article 17.**

The deadline for defending the master's thesis, or the period within which the student must graduate, is within a timeframe that ensures the total duration of studies does not exceed twice the prescribed length of the program (two years for a one-year graduate study).

If the student does not graduate within the prescribed deadline due to justified reasons, which is included in the tuition fee, they must repeat the thesis topic application process, incurring additional costs calculated as follows:

The total ECTS value of the master's thesis x the nominal value of an ECTS credit from the tuition fee of the academic year in which the student repeats the thesis topic application process.

To be allowed to repeat the thesis topic application and defense process, the student must submit a request to the Graduate Study Program Committee.

After the payment of the fee for the repeated thesis topic application, the Graduate Study Program Committee will review the application and approve a new six-month deadline for the thesis defense.

A student may repeat the thesis topic application process only once (1).

In agreement with the mentor/co-mentor who has reviewed the final thesis, the thesis is submitted via email to the other members of the Committee for Thesis Evaluation and Defense, who are required to schedule the defense date within thirty (30) days.

Exceptionally, the student may request an extension of the deadline for the thesis defense from the Graduate Study Program Committee in cases of justified reasons or force majeure.

The student must submit a written request to [povjerenstvo@zsem.hr](mailto:povjerenstvo@zsem.hr) before the deadline expires.

- **DEFENSE AND EVALUATION OF THE MASTER'S THESIS**

**Article 18.**

The student must submit a grade verification request to the Student Services Office, send an updated CV, and email the master's thesis in PDF format to [diplomski@zsem.hr](mailto:diplomski@zsem.hr).

A student may proceed to defend the master's thesis only after receiving confirmation from the Student Services Office that all graduation requirements have been met, all financial obligations to ZSEM have been settled, defense fees have been paid in accordance with the Dean's decision, and the Committee for Thesis Evaluation and Defense has positively evaluated the submitted thesis.

The master's thesis is evaluated and defended before a three-member Committee for Thesis Evaluation and Defense.

The Committee consists of the mentor/co-mentor and two ZSEM professors proposed by the mentor/co-mentor. The Graduate Study Program Committee approves the proposal for the Committee for Thesis Evaluation and Defense.

Members of the Committee must hold a graduate degree, MBA, scientific master's degree, or doctorate and have been appointed to a teaching position.

The first member of the Committee serves as the Chairperson of the Committee.

The Chairperson of the Committee for Thesis Evaluation and Defense cannot be the student's mentor/co-mentor.

If the mentor/co-mentor is unable to attend the thesis defense, the Chairperson of the Committee appoints a replacement for the mentor/co-mentor.

**Article 19.**

Before the defense begins, the mentor/co-mentor is required to verify that all conditions for the master's thesis defense have been met.

The mentor/co-mentor must determine the defense date in collaboration with the members of the Committee for Thesis Evaluation and Defense and the student, as well as ensure that the necessary technical conditions for the defense are in place.

The mentor must notify [dekanat@zsem.hr](mailto:dekanat@zsem.hr) of the defense date and the candidate's thesis topic for publication on ZSEM's website.

## **Article 20.**

The master's thesis defense is conducted verbally and lasts a minimum of half a school hour. During the defense, the student must prepare a presentation of the thesis using PowerPoint or another presentation program.

The thesis defense is open to the public.

The Chairperson of the Committee oversees the defense process, introducing the attendees to the candidate and their thesis. Following this, the candidate presents their work and findings, which is followed by questions from the Committee members and the Committee's evaluation of the thesis.

Each member of the Committee for Thesis Evaluation and Defense is required to ask at least one question related to the topic addressed in the thesis.

After deliberation, the Committee announces the results of the defense.

A special Record of Defense (Appendix B) is kept, which is signed by all members of the Committee for Thesis Evaluation and Defense following the announcement of the defense results. The mentor submits the Record and any remaining documentation from the thesis defense to the Student Services Office.

## **Article 21.**

The master's thesis is graded on a scale from 1 to 5.

A candidate whose written master's thesis has been graded with a passing mark is eligible to proceed to the thesis defense.

The final grade for the master's thesis is the arithmetic mean of six (6) individual grades provided by the three (3) members of the Committee for Thesis Evaluation and Defense: three (3) grades for the written thesis and three (3) grades for the oral presentation and defense. The Committee is required to communicate the final grade to the student.

If the final grade, calculated as the arithmetic mean of the written and oral evaluations from all members, is a failing grade, the student is required to repeat the process of selecting a topic, mentor/co-mentor, and writing a new thesis, subject to additional payment.

The process of writing a new master's thesis can only be repeated once.

## **Article 22.**

ZŠEM reserves the right to use the research results published in the master's thesis.

## **Article 23.**

Students who successfully defend their master's thesis are issued a diploma in both Croatian and English, as well as a diploma supplement in Croatian and English.

## **Article 24.**

Students with the highest overall grades at the end of their graduate studies are awarded honors according to the Latin classification of honors:

- Master in Business Administration with Highest Honors (SUMMA CUM LAUDE Magistri Negotia Administrandi)
- Master in Business Administration with High Honors (MAGNA CUM LAUDE Magistri Negotia Administrandi)
- Master in Business Administration with Honors (CUM LAUDE Magistri Negotia Administrandi)

The criteria for receiving honors, as well as the number of students awarded honors, are determined by the program provider, taking into account grades, the duration of studies, and the quality of the master's thesis.

The conditions for all three (3) honors classifications are:

- that students have defended their thesis within six (6) months of the end of the academic year or the last lecture.
- that the Committee for Thesis Evaluation and Defense has graded the student's thesis as excellent (5), with a special commendation for the originality and quality of the thesis (Appendix C).

The requirement for graduating with the highest honors (SUMMA CUM LAUDE Magistri Negotia Administrandi) is a grade point average of 5.0 throughout the entire year.

The requirement for graduating with high honors (MAGNA CUM LAUDE Magistri Negotia Administrandi) is a grade point average of 4.9 throughout the entire year.

The requirement for graduating with honors (CUM LAUDE Magistri Negotia Administrandi) is a grade point average of 4.8 throughout the entire year.

## **• FORM, SCOPE, AND STRUCTURE OF THE MASTER'S THESIS**

## **Article 25.**

The master's thesis is written and defended in:

- standard Croatian language. The title of the thesis, abstract, and keywords must be written in both Croatian and English.
- standard English language. The title of the thesis, abstract, and keywords must be written in both English and Croatian.

The master's thesis must be written in the third person singular (e.g., "This research will present..." or "This thesis addresses..."). The use of the first person singular or plural should be avoided.

The master's thesis must be proofread, and the proofreader must be acknowledged in the thesis.

**Article 26.**

**Title Page**

The cover of the master's thesis must include the following text:

At the top:

**ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT  
ZAGREB**

In the center

**Student's Name and Surname**

A line or two below, in the center:

**THESIS TITLE**

A line below:

**MASTER'S THESIS  
Professional Graduate Study Program, MBA Program**

At the bottom:

**Zagreb, [Year]**

On the first inner page, the following text must appear (in English or Croatian, depending on the language of the thesis):

At the top

**ZAGREBAČKA ŠKOLA EKONOMIJE I MANAGEMENTA  
ZAGREB**

or

**ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT  
ZAGREB**

In the center:

**Ime i prezime studenta  
Student's Name and Surname**

A line or two below, in the center

**NASLOV RADA na hrvatskom jeziku  
THESIS TITLE in English**

A line below

**DIPLOMSKI RAD  
Professional Graduate MBA Program**

or

**Professional Graduate Program in Economics  
(please select only the program you are enrolled in)**

or

**GRADUATE THESIS  
of the Graduate MBA Program**

At the bottom

**Ime i titula mentora:  
Name and title of mentor:**

**Zagreb, godina  
Zagreb, year**

## **Article 27.**

### **Scope of the Thesis**

The master's thesis should generally be no less than sixty (60) pages of content. The title page, table of contents, and lists of tables, charts, images, and references are not included in the page count of the thesis.

## **Article 28.**

### **Technical Formatting of the Thesis**

*Font: Times New Roman*

*Font Size: 12*

*Text Alignment: Justified*

*Indentation for the First Line of Paragraphs: 1.27 cm*

*Line Spacing: 1.5*

*Spacing After Each Paragraph: 6 pt*

*Headings, Chapters, and Subchapters by Importance:*

- Title – UPPERCASE LETTERS – bold, font size 14-18
- Headings – UPPERCASE LETTERS – font size 12-14
- Chapters and Subchapters – lowercase letters – bold, font size 12
- Emphasizing important parts in the text: bold
- Text – lowercase letters – font size 12

Footnotes – lowercase letters – italic, font size 10

The original final text of the thesis is divided into chapters and subchapters. The titles of chapters and subchapters must be brief and clear, and numbered sequentially using Arabic numerals, up to three (3) levels, but no more than that (e.g., 1, 1.1, 1.1.1.).

References in the text and citations should be included within the text itself, not in footnotes.

Notes, explanations, and clarifications in the text should be placed at the bottom of the page in footnotes: they should be numbered starting from 1. Footnotes are only used for additional explanations of the main text and should not be used as references to literature.

Tables, charts, and images should be placed within the main text. They must be numbered, titled, and include a source of data. They are numbered consecutively using Arabic numerals (separate numbering for tables, charts, and images). The titles of tables, charts, and images should be placed above them, centered. The sources for tables, charts, and images should be listed below, also centered. All tables, charts, and images must be placed within the text and explained (i.e., chapters or subchapters should not begin or end with them).

## **Article 29.**

### **Structure of the Thesis**

The master's thesis in its structure contains the following important elements:

- Title

- Abstract, Key Words
- Summary, Key Words
- Table of Contents
- Preface (optional)
- Introduction (research aim and subject, previous research, research methods)
- Main Text (detailed description of the problem, description of the results of the student's research, comparison with the results of other research...)
- Conclusion
- References
- List of Tables
- List of Graphs
- List of pictures
- Appendices and Examples (which, due to their size, cannot fit into the main text).

All sections up to the Conclusion should be numbered as chapters and subchapters, while anything after the Conclusion is not numbered.

### **Article 30.**

#### **Organization of the Text**

The text of the thesis must be organized as follows:

**TITLE** – The most important summary of the thesis that should reflect the content and purpose of the work. The title must be clear and as concise as possible, selected in such a way that it immediately provides the reader with a clear understanding of the problem being addressed.

**ABSTRACT** – The abstract should be written in both Croatian and English. It must be relevant and contain between 150 and 200 words. In the abstract, the author provides an overview of the topic (subject and goal of the work), describes the methods used, the results, and the fundamental conclusion. The conclusions derived from the results of the student's own research should be emphasized. Following the abstract, the keywords should be listed in both Croatian and English.

**TABLE OF CONTENTS** – This is included in the thesis application and, in its final version, after the entire thesis has been written. The table of contents must list all sections of the thesis and the pages on which they can be found.

**PREFACE** – A brief explanation of the motivations and reasons for the research covered in the thesis. In the preface, the author typically expresses gratitude to companies or individuals who enabled the creation of the thesis. It is also common to thank the mentor/co-mentor and others who have helped in any way with the thesis.

- **INTRODUCTION** – In this section, the author describes the significance and purpose of the topic being addressed. The introduction begins from a general overview and moves towards the specific, meaning that the author introduces the research problem by providing a brief review of the general characteristics of the topic. The purpose and objectives of the research are defined in a logical sequence, and the content and structure of the thesis are explained.

The introduction should provide the reader with an insight into the researched issue, starting with the broader problems of the topic and gradually focusing on the narrower scope that will be further explored in the thesis. From the appropriately set research

problems and subjects, the reader is introduced to the working hypotheses and/or research questions. Hypotheses are assumptions that need to be tested, while research questions are open questions related to the subject and goal of the thesis, which will be examined throughout the work.

In the conclusion, the research questions are discussed, and the hypotheses are either confirmed or disproven. Sometimes, there may be several auxiliary hypotheses or research questions. It is desirable to provide a few arguments supporting the main and auxiliary hypotheses/research questions.

The introduction can be divided into chapters as follows:

- **Goal and Subject of the Research** – The goal and subgoals of the research should be clearly stated, along with the purpose and subject of the thesis. This section should include the reasons for choosing the topic, an explanation of the author's intentions, and what the author aimed to achieve by addressing the chosen subject. The object or subject of the research emerges from the defined research problem and should be defined in a very clear and concise manner.
- **Previous Research** – In this section, the author briefly describes the existing research on the topic or related research conducted by others, addressing the relevant literature related to the thesis subject. The previous research serves as a guide for the current study, from which the goal and purpose of the thesis are derived.
- **Research Methods** – In this subsection, the author describes the location, methods, and techniques used for measuring and processing the research results. It includes a description of how the data was collected, highlights issues and the availability of data sources, and explains the techniques used for data measurement and processing, as well as other relevant factors necessary for analyzing the research results.
- **Main Text** – This section of the thesis carries the same title as the overall work, with chapters within it named according to the specific topics being addressed. The main text is the most extensive part of the thesis and presents the description of the author's own research, along with the presentation of the obtained results. It is supported by citations from literature, tables, charts, images, etc. Reference markers are used in the text to point to data in tables, images, or charts. Example:
  - Chapter (Title) (a broader description of the problem, theoretical framework, an extensive review of previous research by other authors with citations, divided into subsections 2.1.1, 2.1.2, ...)
  - Chapter (Title) (a more focused description of the specific problem, theoretical framework, divided into subsections 2.2.1, 2.2.2, 2.2.3, ...)
  - Chapter (presentation of the author's own research, results of the author's research in the field of the thesis, comparison with previous research. Divided into subsections 2.3.1, ...)
  - Chapter (discussion of the thesis and the analyzed results, comments, opinions, critiques, suggestions. Divided into subsections 2.4.1, ...) This section can also be presented in the Conclusion of the thesis.
- **CONCLUSION** – Contains clearly stated scientific assertions, open questions, and recommendations for future research. This section directly follows from the last chapter of the main text. In the conclusion, the findings derived from the research covered in the thesis are briefly and clearly presented by points. Relevant conclusions are listed in accordance with the research objectives, hypotheses, and the results obtained from the study.

LIST OF TABLES, LIST OF CHARTS, AND LIST OF FIGURES – Each list should be added separately, with pages marked where the tables, charts, and figures can be found.

LIST OF REFERENCES – See Article 32.

APPENDICES AND EXAMPLES – Any material that is too lengthy to fit into the main text or would overload it; e.g., more extensive illustrations, tables, charts, examples, confirmation of proofreading (data, contact).

## Article 31.

### Citation and Referencing Style

When writing a master's thesis, the citation and referencing system used can be based on the Harvard referencing style (more details available at: <http://libweb.anlia.ac.uk/referencing/harvard.htm>). The mentor/co-mentor may approve an alternative referencing style, and the student should use it consistently.

References and quoted parts of the text should be cited in the text in italics or quotation marks, not in footnotes. The author's surname and publication year are placed in parentheses, e.g., (Bombelles, 2003). For direct quotes, the page number should be included, e.g., (Bombelles, 2003:150). "Ibid." and similar terms should not be used. Each reference should be cited as it is used for the first time. For two authors, use: (Bombelles and Marušić, 2004). For more than two authors, list the first author's surname followed by "et al." or "i suradnici," e.g., (Bombelles et al., 2003). Every reference must be fully listed in the bibliography.

**BIBLIOGRAPHY:** The bibliography includes all sources used and complete information on the works that must be referenced. It is placed at the end of the thesis (after the Conclusion). The bibliography is numbered and organized alphabetically by author and chronologically for works by the same author. Citations should follow the examples for books, journals, and other sources:

**Books:** Surname, First Name, (Year), Title, Place of Publication: Publisher. If there are two or three authors, list their surnames and initials in order: (Year), Title, Place of Publication: Publisher. For four or more authors, list the first author's surname followed by "et al." or "i suradnici."

**Journals:** Surname, First Name, (Year), "Title of Article," Journal Name, Issue, Volume, Pages. If multiple works by the same author were published in the same year, use the labels "a, b, c" after the year.

**Online Sources:** Surname, First Name, (Year), "Title of Article," Journal Name, Date of Publication, Volume, Issue, Page Number, Internet Address, Date of Access. Example: Wells, Joseph (2007), "What Is Your Fraud IQ?", Journal of Accountancy, May 2007, Vol. 203, No. 5, <http://www.aicpa.org/pubs/jofa/may2007/wells.htm>, accessed April 15, 2008.

**Collected Works:** Surname of Chapter/Section Author, First Name, (Year), "Title of Chapter/Section." In: Editor's Name or Publisher of Collected Works, Title of Collected Works, Place of Publication: Publisher.

**Theses and Dissertations:** Surname, First Name, (Year), Title of Dissertation, Institution where the thesis was defended.

**Official Publications:** Name of Publication/Organization/Institution, (Year), Title, Place of Publication: Publisher.

### **Article 32.**

Plagiarism of the master's thesis constitutes a serious disciplinary violation in accordance with the Disciplinary Procedure Regulations. The mentor/co-mentor checks the correctness of citations using plagiarism detection software.

By signing the statement of academic integrity, the student: guarantees that they are the author of the master's thesis, that all sources used, both published and unpublished, have been properly cited and paraphrased and listed in the bibliography at the end of the thesis, that the thesis does not contain parts of works submitted at the Zagreb School of Economics and Management or other institutions for the purpose of completing studies, that the electronic version of the thesis is identical to the printed version, and that it is the version approved by the mentor/co-mentor. The student also affirms that they are familiar with the provisions of the Code of Conduct of the Zagreb School of Economics and Management. The statement of academic integrity is attached as the last page of the thesis and must also be included in the PDF version of the master's thesis. The statement of academic integrity is an integral part of these Regulations (Appendix D).

### **Article 33.**

After the defense of the master's thesis, the student is required to enter the data related to the thesis, as well as the thesis itself, into the institutional repository within three (3) days at the latest.

The validation of the entry is carried out by the responsible official at ZSEM.

- **Transitional and Final Provisions**

### **Article 34.**

The Dean of the Zagreb School of Economics and Management is responsible for the interpretation of this Regulation.

### **Article 35.**

Amendments and additions to this Regulation are made in the same manner and following the procedure prescribed for its adoption.

### **Article 36.**

This Regulation enters into force on the day of its adoption and is published on the MBA notice board and the ZSEM website.

Dean  
Mato Njavro, PhD

The Regulation has been published on the MBA notice board and the website.

• **APPENDICES**

**APPENDIX A**

**Mentorship Approval and Thesis Topic Application – First Page**

**MENTOR'S APPROVAL OF THE THESIS TOPIC APPLICATION AND EXPLANATION**

NAME AND SURNAME OF THE PROFESSOR (MENTOR)

I confirm that I will accept the mentorship for the candidate

NAME AND SURNAME OF THE CANDIDATE

with the thesis topic titled

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Proposal of the Committee for Thesis Evaluation and Defense:

1. \_\_\_\_\_ (Chairperson of the Committee)

2. \_\_\_\_\_ (Mentor)

3. \_\_\_\_\_ (Member)

Zagreb, \_\_\_\_\_

\_\_\_\_\_  
Mentor

**APPENDIX A**

**Mentorship Approval and Thesis Topic Application – Second Page**

Name and Surname of the Candidate .....

Address .....

Phone .....

E- mail .....

*TO THE COMMITTEE FOR TEACHING OF THE PROFESSIONAL GRADUATE  
STUDY PROGRAM AT THE ZAGREB SCHOOL OF ECONOMICS AND  
MANAGEMENT*

**SUBJECT: MASTER'S THESIS TOPIC APPLICATION**

Name of the Program: MBA Program

Academic Year of Enrollment in the MBA Program: .....

Student Identification Number (MBS): .....

Thesis Topic in Croatian:

.....  
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Thesis Topic in English:

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.....

Mentor:.....

Proofreader: .....

In Zagreb, .....

The following sections of the document should adhere to the structure of the thesis and the explanation of the thesis topic, including all elements as outlined in Article 11 of this Regulation.

Appendix: CV in EU format

**APPENDIX B**  
**Record of the Master's Thesis Defense**

Student \_\_\_\_\_, identification number \_\_\_\_\_  
\_\_\_\_\_,'  
defended on \_\_\_\_\_, starting at \_\_\_\_ time and ending at \_\_\_\_ time  
the \_\_\_\_\_ master's thesis on the topic  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

before the Committee for Thesis Evaluation and Defense, consisting of:

- Chairperson of the Committee: \_\_\_\_\_
- Mentor: \_\_\_\_\_
- Committee Member: \_\_\_\_\_

**Basic information about the thesis:**

Scope of the master's thesis: \_\_\_\_\_ Number of tables: \_\_\_\_\_  
Number of pictures: \_\_\_\_\_ Number of charts \_\_\_\_\_  
Number of sources: \_\_\_\_\_ Number of appendices: \_\_\_\_\_  
Statement of academic integrity: \_\_\_\_\_ (yes/no)

The members of the Committee asked the student the following questions:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

The written part of the master's thesis was graded by the Committee with the grade:  
\_\_\_\_\_

The oral part of the master's thesis was graded by the Committee with the grade:  
\_\_\_\_\_

The final grade for the master's thesis is \_\_\_\_\_.

In Zagreb, \_\_\_\_\_

\_\_\_\_\_, Chairperson of the  
Committee

\_\_\_\_\_, Mentor

\_\_\_\_\_, Committee Member

**APPENDIX C**

**Recommendation of the Committee for Thesis Evaluation and Defense for Special Commendation for Originality and Quality of the Master's Thesis**

Student \_\_\_\_\_, Identification Number \_\_\_\_\_,  
defended on \_\_\_\_\_ the master's thesis on the topic

\_\_\_\_\_

with the final grade of the master's thesis \_\_\_\_\_.

We recommend the master's thesis of the student for special commendation based on the following criteria:

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In Zagreb, \_\_\_\_\_

\_\_\_\_\_, Chairperson of the  
Committee

\_\_\_\_\_, Mentor

\_\_\_\_\_, Committee Member

**APPENDIX D**

**Statement on Academic Integrity**

Student's Name and Surname:

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Student's Identification Number:

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Title of the Master's Thesis:

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With my signature, I guarantee:

- that I am the sole author of this master's thesis.
- that all sources used, both published and unpublished, are properly cited and paraphrased, and listed in the bibliography at the end of the thesis.
- that this master's thesis does not contain parts of works submitted at the Zagreb School of Economics and Management or other institutions for the completion of studies.
- that the electronic version of the master's thesis is identical to the printed version, and that it is the version approved by the mentor.
- that I am familiar with the provisions of the Code of Conduct of the Zagreb School of Economics and Management.

Student's Signature

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## **APPENDIX E**

### **Master's Thesis – Learning Outcomes**

#### *Description of the Master's Thesis*

After completing all exams, the student proceeds with the preparation and defense of the master's thesis. The master's thesis demonstrates the student's professional knowledge and independence in working on a graduate-level thesis, at the seventh qualification level, as defined by the Croatian Qualifications Framework. Through the preparation of the thesis and its defense before a three-member committee, the outcomes defined by the Dublin Descriptors are achieved, encompassing both field-specific and generic competencies. These outcomes are aligned with practical needs, as well as the standards and requirements for the profession of master of business administration (MBA level).

The thesis can be theoretical, in which the student describes a topic within a specialized field using extensive secondary data sources. It may also be practical, where, in addition to the theoretical part, the student creates a business plan, conducts research, develops a case study, or similar. Regardless of the type, the student sets hypotheses at the beginning of the thesis, which are either confirmed as true or rejected as false, with appropriate justification.

The content of the master's thesis is a synthesis of the student's work during the study and is based on the application of the knowledge gained from the education program in the graduate study, MBA program. The thesis represents independent work and verifies professional knowledge, demonstrating the student's appropriate level of competence for independently solving a specific professional task.

The topic of the thesis is confirmed by the Graduate Study Program Committee for the MBA program, based on the recommendation of the course instructor or mentor who will supervise the thesis. When preparing the thesis, the student uses modern technology, professional and scientific literature, and regulations while adhering to ethical principles in conducting research and citing sources. Finally, the correctness of citations is checked using plagiarism detection software, a task carried out by the mentor, while the student affirms their responsibility by submitting a declaration that the work is their original authorship.

The length of the master's thesis, as an independent piece of work, is no less than 60 pages and is conducted within 200-240 hours of work. During the defense, the three-member committee evaluates the entire work, and to increase objectivity and consistency in grading, a rubric is used, created for both the written thesis and its presentation. Students are familiarized with the rubric in advance, as this enables better preparation and easier understanding and acceptance of the final grade.

The defense of the master's thesis marks the completion of the studies and the attainment of the title of Master of Business Administration, mag.oec.

## **Learning Outcomes**

The master's thesis and its defense represent a synthesis of knowledge and skills, as demonstrated through the learning outcomes, which include both professional (field-specific) outcomes and generic outcomes. Therefore, the learning outcomes of the master's thesis cover five categories: (1) knowledge and understanding; (2) application of knowledge and understanding; (3) reasoning and judgment; (4) communication; and (5) learning skills.

After the defense of the written master's thesis, the student will be able to:

- Identify the business and research problem and, based on that, create the thesis outline.
- Create and independently conduct research or solve a practical problem/task.
- Develop the methodology for writing a professional and scientific work in the field of business management.
- Reevaluate the results of the conducted research using modern technology and tools.
- Connect the acquired professional knowledge, general competencies gained during the studies, and competencies specific to the area of specialization.
- Formulate problems in new or unfamiliar situations within a broader (global or multidisciplinary) context related to the field of business management.
- Select presentation methods for interpreting research results, original ideas, opinions, and projects to both experts and non-experts.
- Critically argue and develop an analytical perspective on business situations, conclusions, and supporting arguments, and apply this in further professional and academic education.
- Reason based on incomplete or limited information, incorporating appropriate ethical and moral considerations.
- Independently produce work within the framework of lifelong learning or continuing education at a higher level.

**Zagrebačka škola ekonomije i managementa**  
**Evaluacija pisanog dijela diplomskog rada**

Akadska godina: \_\_\_\_\_

Naziv studija: \_\_\_\_\_

Mentor: \_\_\_\_\_

Student: \_\_\_\_\_

Tema: \_\_\_\_\_

BODOVANA KARAKTERISTIKA	1 bod	2 boda	3 boda	4 boda	5 bodova	Bodovi
<b>Struktura rada</b>	Rad nema organizacijsku strukturu ili je teško čitljiv te nije prikazan u formatu prikladnom za diplomski rad. Napravljene su dosljedne pogreške u traženom formatu što uključuje margine, razmake, numeriranje stranica, font i zaglavlja koja nisu u skladu s konvencijama pisanja. Pogreške formata pronađene su na naslovnoj stranici i u tablici sadržaja.	Rad je donekle organiziran, ali mu je potrebno značajno pojašnjenje. Većina rada nije prikazana u formatu koji odgovara diplomskom radu. Vizualna prezentacija rada je nešto prikladnija i profesionalnija.	Rad je organiziran, ali u nekim područjima potrebno dodatno razjasniti. Najveći dio rada prezentiran je u formatu koji odgovara diplomskom radu. Vizualna prezentacija rada je prikladna i profesionalna.	Rad je organiziran, ali u nekim područjima potrebno još malo pojašnjenja. Većina diplomskog rada izlagana je u formatu koji je primjeren za diplomski rad te u skladu s Pravilnikom o diplomskim studijima. Vizualna prezentacija rada je znatno prikladna i profesionalna.	Rad je dobro organiziran, potrebno samo malo pojašnjenja. Cjelokupni rad prezentiran je u formatu prikladnom za diplomski rad. Vizualna prezentacija rada je vrlo prikladna i profesionalna. Rad sadrži sve glavne rubrike: Sažetak, Uvod, Pregled literature, Teorijski okvir, Metodologija, Analiza, Rezultati, Diskusija, Zaključak, Reference, Popis kratica, tablica, grafikona, slika i dodataka.	
<b>Tablice, grafikoni, slike, prikazi</b>	Tablice, grafikoni, slike, jednadžbe ili dodaci nisu uključeni u rad ili nisu dovoljni te je nejasan izgled vizualnih elemenata. Upotreba tablica, grafikona, slika i jednadžbi je neuravnotežena. Veličina slova je premala te je previše ili premalo vizualnih elemenata.	Tablice, grafikoni, slike i jednadžbe su slabo prikazane, a samo je manji broj njih objašnjen u odjeljcima. Unutar rada je neodgovarajuća uporaba vizualnih elemenata. Postoje velike greške u tablicama, grafikonima, slikama i jednadžbama (više od deset). Dodaci ne postoje.	Tablice, grafikoni, slike i jednadžbe su umjereno prikazane, a većina njih je objašnjena u odjeljcima. Neujednačena upotreba vizualnih elemenata je samo na nekoliko mjesta. Postoje umjerene pogreške u tablicama, grafikonima, slikama i jednadžbama (više od pet, manje od deset). Dodaci postoje, ali nisu organizirani.	Tablice, grafikoni, slike i jednadžbe dobro su prikazane i sve su objašnjene u odjeljcima te je odgovarajuća upotreba vizualnih elemenata. Student je koristio osnovni softver za izradu vizualnih elemenata. Postoje manje pogreške u tablicama, grafikonima, slikama i jednadžbama (manje od pet). Dodaci postoje, ali nisu dobro organizirani u logičkom slijedu.	Tablice, grafikoni, slike i jednadžbe su izvršno prikazane, i objašnjeni u danim odjeljcima. Upotreba vizualnih elemenata je odlično prikazana. Student je koristio specijalizirani softver za izradu vizualnih elemenata. Nema pogrešaka u tablicama, grafikonima, slikama ili jednadžbama. Dodaci postoje i dobro su organizirani kroz popis priloga, u logičkom slijedu.	
<b>Reference</b>	Lista referenci je neprikladna i neprofesionalna. Koristi se samo nekoliko prikladnih navoda. Navodi i reference nisu prikazani u odgovarajućem formatu i potreban im je značajan ispravak.	Koristi se mali broj odgovarajućih citata, no potrebno je više. Navodi i reference nisu prikazani u odgovarajućem formatu i potreban je veliki ispravak. Postoje veće greške na popisu referenci (više od 10), a općenito odabrane konvencije pisanja uopće nisu praćene (npr. APA, Harvard, itd.). Popis referenci nije bio abecednim redom, ili nisu dostavljene potpune referentne informacije.	Koristi se umjereni broj odgovarajućih navoda, ali je potrebno više. Neki citati i reference prikazani su u odgovarajućem formatu i trebaju umjereni ispravak. Postoje umjerene greške na popisu referenci (više od pet manje od 10) i općenito odabrane konvencije pisanja nisu u potpunosti ispunjene (npr. APA, Harvard, itd.). Popis referenci je abecednim redom, a pružene su i potpune referentne informacije.	Koristi se velik broj odgovarajućih citata. Dodati još malo, ako je uopće potrebno dodatne izvore. Većina citata i referenci predstavljena je u odgovarajućem formatu. Postoje manje greške na popisu referenci (manje od pet) i poštuju se opće odabrane konvencije pisanja (tj. APA, Harvard, itd.). Popis referenci je abecednim redom, dostavljaju se potpune referentne informacije, a pojavljuju se samo manje greške u konvencijama kao što je pogrešno određeno razdoblje.	Svi citati su prikladni, a dodatni izvori nisu potrebni. Svi citati i reference prikazani su u odgovarajućem formatu i ne trebaju nikakav ispravak. Postoje manje od dvije pogreške na popisu referenci (tj. APA, Harvard, itd.). Konvencije pisanja se dosljedno poštuju. Navedena je potpuna lista referenci po abecednom redu, kao i potpune referentne informacije (uključujući DOI broj gdje je primjenjivo).	
<b>Gramatika i pravopis</b>	Potrebno je više rada na razvoju akademskih vještina pisanja. Sintaksa ili vokabular nisu dobro razvijeni. Oslanjanje na žargon je slabost; rad je teško čitati ili razumjeti; napisani rad ne prikazuje razumijevanje akademskog žanra	Pisanje je loše, a postoji više pravopisnih, interpunkcijskih i gramatičkih pogrešaka. Pisanje i znanstveni vokabular na neki način zadovoljavaju programske i institucionalne standarde. Korišteni termini	Pisanje je donekle razvijeno i profesionalno. Pravopis, interpunkcija i gramatika, općenito, zadovoljavaju programske i institucionalne standarde, postoje i manje pogreške. Termini odgovarajućeg	Pisanje je gramatički ispravno, fluidno, precizno i jasno. Termini su jasno objašnjeni i definirani. Stil pisanja je profesionalan. Rječnik i sintaksa su u odgovarajućem	Pisanje je fluidno, precizno i jasno. Termini su izuzetno jasno objašnjeni i definirani. Stil pisanja je profesionalan. Rječnik i sintaksa su odlični. Znanstveni stil i format se točno koriste. Kandidatov 'glas' se čuje i daje konačnu prisutnost, autoritet i	

	pisanja. Postoje brojne pogreške u pravopisu, interpunkciji ili oblikovanju. Unutar rada postoji problem sa shvaćanjem potrebnih termina unutar obrađenog područja.	unutar obrađenog područja su pogrešno shvaćeni i općenito se loše koriste.	područja se razumiju i koriste ispravno.	stilu, a format se točno koristi.	razumijevanje pitanja o kojima se raspravlja.	
<b>Sažetak</b>	Nedostaje uvod u problem. Rezultati, metodologija i/ili značaj nisu uopće organizirani.	Uvod u problem ili rezultati nisu u potpunosti jasno razrađeni. Rezultati, metodologija i/ili značaj nisu dobro organizirani.	Sažetak ima uvod u rezultate. Izjava o problemu, rezultati, metodologija i/ili značaj trebaju nešto više organizacijskog rada.	Dobro organizirano. Navodi se problem istraživanja, rezultat, metodologija i značaj.	Jasno i sažeto. Čitatelja se zainteresira za problem, rezultate, metodologiju i značaj.	
<b>Značaj i doprinos temi</b>	Tema je malo ili nimalo važna ili nije povezana s područjem studija. Tema neće dopuniti literaturu iz područja studija. Uz to, ne postoji teorijska niti praktična važnost za područje studija. Tema ne pokazuje inovativno razmišljanje. Odnos prema temi uopće nije uspostavljen ili ga ni nema. Nedostaje osobno stajalište autora rada.	Tema je od male važnosti ili je slabo povezana s područjem studija te slabo pridonosi literaturi iz područja studija. Tema ima malo teoretskog ili praktičnog značaja za područje studija. Tema slabo pokazuje inovativno razmišljanje. Odnos prema temi nije dovoljno uspostavljen ili je loš. Osobno stajalište autora nije jasno izraženo.	Tema ima neku važnost i vezana je uz područje studija te se donekle nadopunjava literaturom iz područja studija. Tema ima temeljni teorijski i praktični značaj za područje studija i pokazuje inovativno razmišljanje. Tema se donekle odnosi na sadržaj programa. Student se bavi općenitim kontekstom i ne uključuje osobno stajalište.	Tema je važna i povezana s područjem studija i umjereno pridonosi literaturi iz područja studija. Tema ima umjereni teorijski i praktični značaj za područje studija. Tema pokazuje umjerenu razinu inovativnog razmišljanja te se izravno odnosi na sadržaj programa. Student jasno i kritički prepoznaje vlastitu situaciju i kontekst kao dio samospitivanja i izražava osobne pretpostavke o metodi i temi.	Tema je od velike važnosti i specifično se odnosi na područje studija. Tema ima značajnu teorijsku i praktičnu važnost za područje studija. Tema pokazuje visoku razinu inovativnog razmišljanja i izravno se odnosi na područje studija. Student jasno i kritički artikulira osobno stajalište o toj temi. Student jasno razjašnjava cjelovitu transformaciju koju je rad osigurao i dobro izražava potencijalni značaj koji rad ima za društvo u cjelini.	
<b>Literatura</b>	Pregled literature ne uključuje neke od važnih referenci koje se odnose na područje i predmet istraživanja ili je nepotpun. Relevantnost istraživačkog pitanja ostaje nejasna, a postoje brojni propusti i neutemeljena tumačenja. Nema dokaza da student razumije aktualnu literaturu u svom području te se ne bavi onim što nedostaje u literaturi koja se istražuje.	Pregled literature uključuje neke od važnih referenci koje se odnose na područje i predmet istraživanja. Relevantnost istraživačkog pitanja djelomično je nejasna i daje samo popis prethodnih istraživanja bez povezanosti s literaturom. Postoje neki propusti i neutemeljena tumačenja. Malo je dokaza da student razumije aktualnu literaturu u svom području. To slabo rješava jaz u literaturi koja se istražuje.	Pregled literature daje analizu prethodnih istraživanja Aдекватna pokrivenost je prisutna, ali je ograničena na prezentirana gledišta. Pozivanje i rasprava o aktualnoj relevantnoj literaturi postoje, ali su slabo povezani s istraživačkim pitanjem ili tezom. Osim toga, ne razvija se čvrsta povezanost s onim što nedostaje u literaturi.	Pronijeljiv pregled koji povezuje i integrira literaturu na novi način. Uključuje aktualnu relevantnu literaturu. Pokazuje da student može koristiti literaturu kako bi raspravio znanstvene trendove i razvio hipoteze. Izlaže jasnu vezu s onim što nedostaje u literaturi kojom će se baviti postavljena teza.	Napravljen je kreativni i kritički angažman s aktualnom relevantnom literaturom na tom području. Pokazuje jaz u literaturi koja je relevantna za proučavanje i daje uvjerljiv argument zašto će se studentska istraživanja baviti s tim što nedostaje, značajno doprinoseći istraživanjima u navedenom području.	
<b>Istraživačko pitanje ili hipoteza</b>	Istraživačko pitanje ili hipoteza zahtijevaju veći razvoj kako bi se povećala izvornost rada. Slučaj uopće nije razvijen kako bi bio zanimljiv ili važan. Istraživačko pitanje ili hipoteza uopće nije podržana ili razvijena diplomskim radom.	Istraživačko pitanje ili hipoteza zahtijevaju veći razvoj kako bi se povećala izvornost rada. Slučaj je slabo razvijen na način da bude zanimljiv ili važan. Istraživačko pitanje ili hipoteza slabo je podržana ili razvijena diplomskim radom.	Istraživačko pitanje ili hipoteza su originalni, ali njihovo značenje za područje nije dobro podržano. Razvijeno je diplomskim radom, ali ne toliko temeljito koliko je potrebno.	Istraživačko pitanje ili hipoteza su originalni i jasni u svom potencijalnom doprinosu. Sve je dobro osmišljeno kako bi se unaprijedilo postojeće znanje. Pitanje/hipoteza je dobro je razvijeno/a u diplomskom radu.	Istraživačko pitanje ili hipoteza je originalna i značajna u svom potencijalnom doprinosu te upućuje na novo znanje. Novo znanje je u potpunosti razvijeno u diplomskom radu te ima očigledan potencijal za rješavanje kritičnih pitanja unutar dotičnog područja.	
<b>Teorijski okvir</b>	Teorijski okvir nedostaje ili je potpuno nejasan. Nije jasno povezano s pregledom literature ili istraživačkim pitanjem. Ne postoji rasprava o utjecaju teorije na istraživanja.	Teorijski okvir je slab, nejasan ili pogrešno shvaćen. Slabo je povezan s pregledom literature ili istraživačkim pitanjem. Malo se raspravlja o utjecaju teorije na istraživanja. Student odbacuje teoriju kao važnu ili relevantnu za njegovo proučavanje.	Navedene teorije su povezane, ali pružaju slab okvir za istraživanje. Istraživanje se umjereno povezuje s teorijskim radom. Malo je ili nema rasprave o utjecaju na postojeće teorije koje studentska istraživanja podrazumijevaju.	Sadašnje teorije povezane su i pružaju jasan okvir za istraživanje. Praznine u istraživanju identificiraju se u postojećim teorijama. Student raspravlja o utjecaju na postojeće teorije koje njegovo istraživanje podrazumijeva.	Student radi s više dokazno relevantnih teorija ili modela. Student razmatra komplementarnost i napetost konkurentskih teorija. Student koristi teoriju za generiranje pitanja, odgovora i razmatra njihove implikacije. Student govori o tome kako će njegov rad pridonijeti, podržati ili promijeniti ustaljenu teoriju.	
<b>Metodologija istraživanja</b>	Student koristi metodologiju i/ili	Student pokazuje osnovnu	Student pokazuje umjerenu	Student koristi kreativnu	Rad ima visokokvalitetno,	

<b>(metode i pristupi)</b>	populaciju koja ne poznaje dobro proučavanje istraživačkog pitanja ili hipoteze. Student nije svjestan, ili nije identificirao predrasude i/ili ograničenja unutar istraživanja. Ne razmatraju se etička pitanja istraživanja. Jasna povezanost između metodologije i analize podataka se ne raspravlja ili nije jasno izražena.	kompetenciju u razumijevanju metodologije istraživanja. Postoji manje razmatranje etičkih pitanja. Izbor metodologije i dizajn istraživanja nije prihvatljiv i nedostaje mu originalnost. Ne razmatraju se pristranosti i/ili ograničenja unutar dizajna istraživanja. Raspravlja se o povezanosti između metodologije i analize podataka, ali nije jasno razvijena i potreban je detaljan pregled i ispravak.	kompetenciju u razumijevanju metodologije i dizajna istraživanja. Postoji umjereno razmatranje etičkih pitanja. Izbor metodologije i dizajna je prihvatljiv, ali nedostaje originalnost. Raspravlja se o odstupanjima u istraživanju i /ili ograničenjima unutar dizajna, ali nije dobro razvijeno. Raspravlja se o povezanosti između metodologije i analize podataka, ali nije jasno razvijena i potreban je manji pregled/ispravak.	metodologiju i dizajn istraživanja. Odstupanja i/ili ograničenja unutar istraživanja su jasno razumljiva i raspravljana. Etička pitanja se razmatraju na odgovarajući način. Rasprava o povezanosti metodologije i analize podataka jasna je i koncizna.	kreativno dizajnirano istraživanje. Istraživanje pokazuje duboko razumijevanje područja. Postoji jasno objašnjenje metodoloških izbora, etičkih razmatranja i integracije pristupa. Student iterativno istražuje pitanja koja se tiču podataka ili teorijske analize te komunicira vrlo jasno. Student raspravlja o ograničenjima metodologije, dizajnu istraživanja i potencijalnim predrasudama svojstvenim istraživanju. Rasprava o povezanosti metodologije i analize podataka jasna je i koncizna.	
<b>Analiza, Diskusija i Interpretacija</b>	Analiza je nepotpuna i nije organizirana i/ili provedena. Analiza ne podupire rezultate. Rasprava o rezultatima nije organizirana i/ili nije razrađena jasno i/ili nedostaju dijelovi kao što su rasprava o prednostima i slabostima istraživanja. Valjanost rezultata nije obrađena.	Analiza je slabo organizirana i/ili provedena. Analiza umjereno podržava rezultate. Rasprava o rezultatima nije dobro organizirana i/ili umjereno obrađuje sve rezultate jasno i/ili nedostaju dijelovi kao što su rasprava o prednostima i slabostima istraživanja. Valjanost rezultata nije dobro obrađena.	Analiza se vraća natrag na teoriju, ali ne uspostavlja jasnu vezu. Aspekti podataka se adekvatno razmatraju, ali treba razmotriti temeljitiju analizu. Valjanost rezultata se razmatra, ali nema temeljit pristup.	Analiza je temeljita, cjelovita i dobro povezana s istraživačkim pitanjem i teorijskim okvirom. Valjanost rezultata se dobro razmatra.	Analiza je detaljno razmatrana, nijansirana i transparentna. Rezultati su povezani s istraživačkim pitanjem i teorijskim temeljima. Temeljita rasprava o valjanosti rezultata se provodi i uspoređuje s prethodnim radom u istraživanjima.	
<b>Zaključak</b>	Student nije uključio sažetak rezultata. Zaključak nije jasan i organiziran. Povezanost između rezultata i podataka nije uvjerljivo utvrđena. Malo je ili uopće nema interpretacije i tumačenje ne odgovara rezultatima.	Sažetak rezultata je loš. Zaključak nije jasan i slabo je organiziran. Povezanost između rezultata i podataka umjereno je uspostavljena na uvjerljiv način. U literaturi je malo ili uopće ne postoji rasprava o njihovoj povezanosti. U radu je loše tumačenje te interpretacija ne odgovara rezultatima.	Student sažima rezultate i daje opću raspravu u odnosu na literaturu. Rezultati su predstavljeni prema svom značenju. Postoji umjerena rasprava o onom što nedostaje u literaturi, a dobiveno je istraživanjem.	Zaključci su dobro prezentirani i pronicljivi. Vraćaju se u širi kontekst kako bi identificirali buduće smjernice i/ili razgovarali o tome kako se područje treba promijeniti. Student naglašava „jaz“ u literaturi u kojoj se rad bavi i predstavlja uvjerljiv argument kako njegovo istraživanje ispunjava ovo područje.	Student daje fokusiranu raspravu o zaključcima, smještajući ih u literaturu kako bi ih povezoao ili ukazao na razlike s prethodnim radovima. Zaključak unapređuje područje znanja i postavlja pitanja za budućnost. Student daje uvjerljiv i zanimljiv argument o važnosti svojih rezultata i načinu na koji ti rezultati rješavaju „jaz“ u izvorno identificiranoj literaturi.	
<b>Ukupni rezultat</b>						<b>/60</b>

Dodatni komentari:

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Predsjednik Povjerenstva za ocjenu i obranu rada

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Zagrebačka škola ekonomije i managementa  
 Evaluacija **usmenog dijela** diplomskog rada  
 Akademska godina: \_\_\_\_\_

Naziv studija: \_\_\_\_\_

Mentor: \_\_\_\_\_

Student: \_\_\_\_\_

Tema: \_\_\_\_\_

BODOVANA KARAKTERISTIKA	Ispod očekivanja 1 - 2 boda	Ispunjava očekivanja 3 – 4 boda	Iznad očekivanja 5 bodova	UKUPNO BODOVA
<b>Organizacija i tehnika</b>	Nema uvodne izjave ili su izjave irelevantne. Nema jasne strukture, nepovezani odjeljci. Organizacija govora je neprikladna bez stvarnog napora da se stvore uistinu učinkoviti slajdovi. Student je više od jednom izgubio fokus. Ne upravlja vremenom učinkovito.	Ima uvodnu izjavu koja je relevantna za temu i daje pregled govora. Uglavnom organiziran s prijelazima. Dozvoljava dovoljno vremena za govor iako je moglo biti bolje uređeno.	Ima jasan uvodni govor kojim interesira publiku i daje jasan pregled govora. Jako kreativni slajdovi. Fokusiran je tijekom prezentacije. Ima prijelazne odjeljke kojima povezuje međusobno sekcije. Učinkovito upravlja vremenom.	
<b>Znanje i integracija</b>	Pokazuje ograničeno razumijevanje sadržaja potrebnog zadatka i odnosi se samo na uski opseg zadatka unutar teme.	Pokazuje razumijevanje sadržaja potrebnog zadatka i neke sposobnosti da integrira znanje iz drugih područja i izvora.	Pokazuje temeljito razumijevanje sadržaja potrebnog zadatka i izražene sposobnosti integriranja znanja iz drugih područja i izvora.	
<b>Znanje</b>	Student daje krive informacije i radi značajne pogreške. Ne razumije informacije o sadržaju i ne pokazuje poznavanje činjenica. Koristi riječi i termine koje ne razumije.	Student razumije uglavnom sve termine unutar prezentacije. Tijekom prezentacije pokazuje poteškoće u razumijevanju samo jednog pojma.	Student demonstrira puno znanje i razumijevanje sadržaja.	
<b>Isporuca poruke</b>	Nedostatak neverbalnih i para-verbalnih vještina - bez jasnoće u izgovoru i tečnosti, nepravilna brzina govora, glasnoća, kontakt očima i pokreti/ekspresija lica i tijela, intonacija i neprikladan ritam. Previše se oslanja na slajdove i bilješke.	Umjereno korištenje neverbalnih i para-verbalnih vještina. Umjereno koristi bilješke kako bi nastavio pratiti prezentaciju. Ponekad se oslanja na neke slajdove i time pokazuje malu nesigurnost.	Pokazuje vještinu uporabe para-verbalnih vještina (glasnoća, ton, brzina, stanke, intonacija, ritam) i neverbalnih vještina (pokreti tijela, izrazi lica). Slajdovi se koriste kako bi se poboljšao govor, ali govor bi i bez slajdova bio učinkovit.	
<b>Profesionalnost i rječnik</b>	Student nije odjeven u skladu sa minimalnim zahtjevima za poslovnu odjeću. Ispričava se zbog izlaganja prezentacije ili priznaje neprimjerenost prezentacije. Izbor riječi u prezentaciji i govoru nije prikladan. Oslanja se na ponavljanje ili ograničenu dikciju za prenošenje ideja. Često koristi neformalne izraze ili sleng.	Student je odjeven u skladu sa minimalnim zahtjevima za poslovnu odjeću. Profesionalno se odnosi prema publici i održava nervozu na niskom nivou. Izbor riječi je prikladan. Koristi raznovrstan vokabular, neučinkovita ponavljanja ili ograničenu dikciju.	Student je odjeven profesionalno (kvaliteta, stil, izbor boja). Odnosi se profesionalno prema publici. Pokazuje samouvjerenost i upravljanje temom. Koristi bogat i raznovrstan vokabular i terminologiju.	
<b>Sposobnost odgovaranja na pitanja</b>	Student ne može odgovoriti na osnovna pitanja.	Student na većinu pitanja može točno odgovoriti.	Student odgovara na sva pitanja sa relevantnim i točnim informacijama. Govori uvjerljivo i samouvjerenom.	
			<b>UKUPNI REZULTAT:</b>	<b>/30</b>
<b>Korištenje digitalnog (ako postoji)</b>	Nemogućnost prenošenja informacija putem web stranica i/ili softvera za prezentaciju. Nema upotrebe drugih formata poruke (audio, video, blog, slike itd.). Ne pokazuje ICT vještine.	Prenosi informacije korištenjem osnovnih značajki web stranica i/ili prezentacije. Ograničena upotreba drugih oblika poruka.	Prenosi podatke pomoću naprednih značajki web stranica i/ili prezentacije. Koristi druge oblike poruka (audio, video, slike, blog itd.). Pokazuje lakoću korištenja tehnologije.	
			<b>UKUPNI REZULTAT:</b>	<b>/35</b>

Dodatni komentari:

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Predsjednik Povjerenstva za ocjenu i obranu rada

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