

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**STATE UNIVERSITY OF TELECOMMUNICATIONS**



**DEPARTMENT OF MANAGEMENT**

***GUIDELINES***

For the making, writing and publicly defending master's thesis  
(073 "Management" specialty & field of 07 "Management and Administration")  
Specialization in Management of Organizations and Administration

Kyiv – 2018

Methodological guidelines for writing, submitting and defending of thesis works (for the students of the 073 "Management" specialty of the second level of education in "Master" branch of 07 "Management and administration" field) -Ukl. O. E. Gudz, P.A. Steciuk, L.V. Lazorenko - Kyiv: State University of Telecommunications, 2018. - 46 pages.

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## INTRODUCTION

The purpose of these guidelines is to provide practical assistance to students obtaining a Masters degree in the specialization of 073 “Management” and 07 “Management & Administration” in the making, writing and defending of the thesis.

The final stage of the student's training at the university is the preparation and defense of the thesis. Generally, the preparation process enables a future Masters in Management to combine the acquired theoretical knowledge with practical skills and demonstrate their own thoughts and scientific opinions. “Masters” thesis is the result of studying the discipline thoroughly and conducting independent research. The quality of preparation and defense of the thesis prompts the degree of professional training and practical skills, demonstrating the ability to think independently and making professional decisions.

The preparation process of the thesis is done during the whole period of study at the university by gradually acquiring skills for independent study of scientific sources, periodical press, bibliographic sources, specialized publications, etc.

In the thesis, the student must demonstrate the ability to use the theoretical skills for diagnosing the practical aspects of the chosen problem, to use monographic, periodical, normative-legal literature; to analyze the influence of macro and microeconomic factors on the subject of research; to formulate their own vision of the directions solving specific problems identified in the process of scientific and applied intelligence.

The purpose of the thesis is to demonstrate the student's profound professional knowledge of management for the entire period of study (in the specialization of 073 “Management” and 07 “Management & Administration” of the Master’s degree) by writing a final qualification work on the chosen problem.

The main purpose of the thesis is thorough and creative study of a specific problem of theory and practice of management with elements of in-depth diagnostics, mastering methods of scientific research.

In the process of preparing the thesis, students improve and develop the following skills and abilities:

- independently identify and formulate the research problem (subject);
- define the purpose, the main tasks, the subject, the topic of research;
- research scientific and applied analytical information;
- analyze real facts and events related to the managerial activity of economic entities of all forms of ownership;
- express their thoughts, suggestions and formulate conclusions in a logical and reasonable form;
- standardize the scientific reference material;

–publicly defend the prepared work (to make scientific reports, answer questions, defend their scientific stances, etc.).

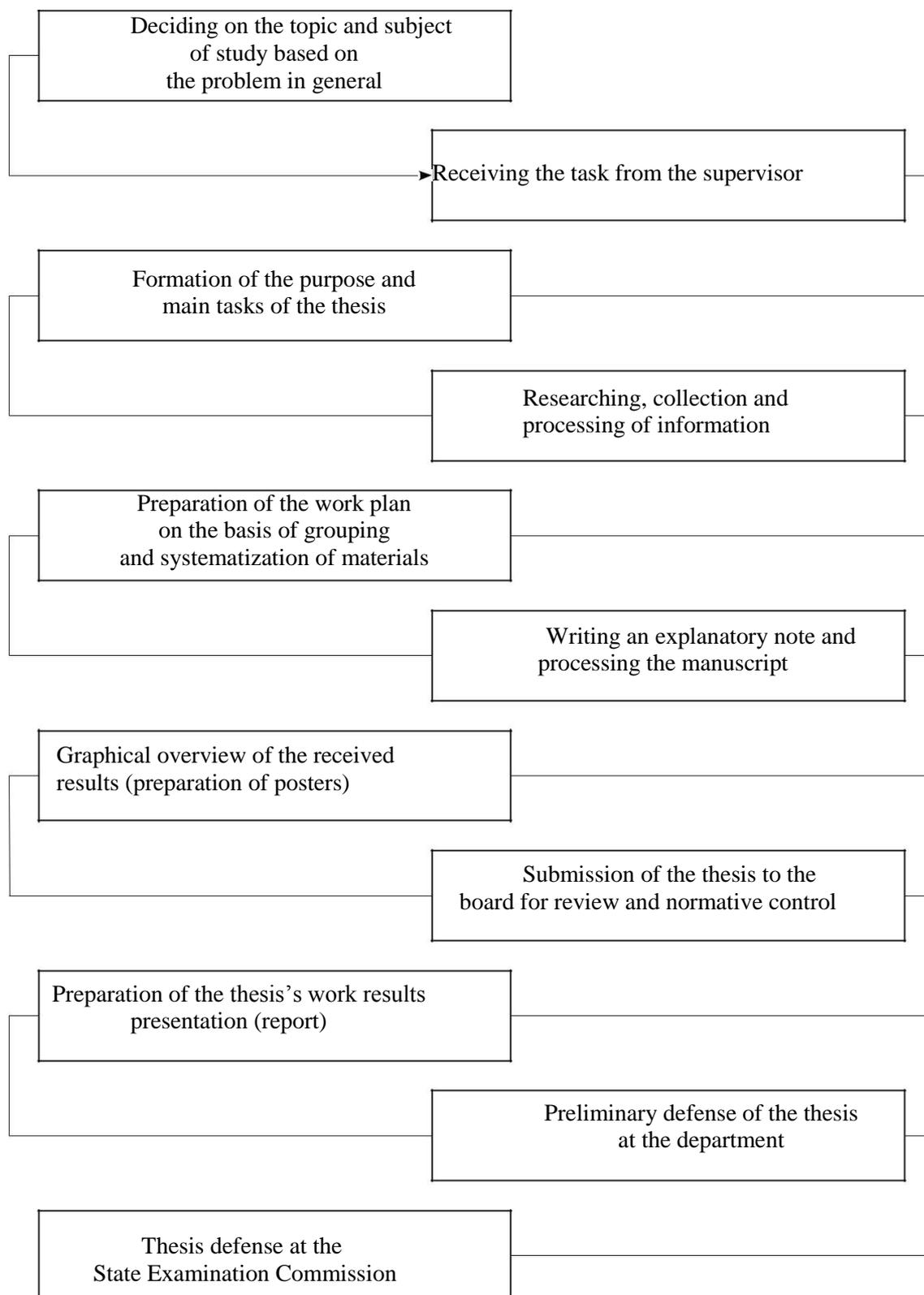
The main tasks of the thesis are the applied application (in accordance with the chosen subject) of theoretical knowledge on the methodology of scientific research of management processes, controlling, economic analysis, as well as practical skills gained in the process of educational, industrial and pre-diploma practice in economic subjects.

The thesis is a direct manifestation of the student's active and purposeful participation in the researching field, which has a significant influence on the formation of a master who is able to think creatively and to formulate his own conclusions properly.

There is a certain specific requirement when it comes to writing a thesis which includes “relevance”, “a certain theoretical level”, “research personality traits”, “sufficient factual material”, “practical value”.

# 1.MAIN STAGES OF IMPLEMENTATION AND PROTECTION OF DIPLOMA WORK

The sequence of the main stages of implementation and defense of thesis is shown in Figure 1.



*Fig.1.*Sequence of the main stages of implementation and defense of thesis

## **Deciding on the topic and subject of study based on the problem in general**

An important step in writing a thesis is the choice of topic. The success of the thesis is largely dependent on the student's interest in the research problem. Only the work that is carried out with interest brings the author moral satisfaction.

The Subject of the thesis is determined by the graduation department of management, meaning that the choice of subjects for diplomas works are determined in accordance with the studied disciplines, the profile of the department, the tasks of the faculty in relevance to the scientific directions.

A list of subjects for thesis work is provided in annex 1. When planning on the choice of topic, scientific and practical relevances should not be the only things to be considered, but also the availability of scientific literature and reference sources. Meanwhile, the chosen topic should give the student the opportunity to prove himself as a researcher and a mature specialist.

The topic of thesis should be of interest to the student, in accordance to his activities and promote the maximum use of the acquired knowledge and practical experience. When necessary, the student can get advice from the supervisor. A student freely chooses a subject from the proposed list of subjects, but must justify its research expediency and disclose it to the supervisor. The choice of subject should be conscious and in accordance with the student's individual abilities and interests, or a logical continuation of previous scientific researches: course works, abstracts, reports of scientific seminars or conferences.

The topic of the thesis should include the independent creative work of the student, his ability to apply the knowledge gained in solving specific problems, analyze and generalize the material on the topic of scientific research. The thesis topic must accurately point to the main problem, should be clearly formulated and correspond to the specialty.

Master's thesis on one subject cannot be performed by several students. Subject choice approval, supervisor and terms of execution of the thesis is formalized by the order of the rector.

Any changes made to the title of the topic or its replacement is only possible with a sufficiently substantiated argument and with the permission of the supervisor and the head of the department.

The resulting objective is a whole set of relations in various aspects of theory and practice in the scientific field, which serves as a source of information necessary for the researcher. As for the subject, only those essential relations mentioned are subject to direct study of the problem, and are the main determinants of a particular study. Thus, the subject of research is narrower than its objective.

A correct and scientifically substantiated definition of the subject of research is not formal, but an essential content of scientific demarche, intended to orient the researcher himself to identify the place and significance of the subject of research

in the broader notion of the study. However, it will be insufficient to only identify and name the subject of research, it is also necessary to properly characterize it since based on that, a proper approach is taken towards studying the main topic of the subject.

### **Receiving the task from the supervisor**

In accordance with the chosen topic, the supervisor issues a student an assignment for the thesis, which specifies the problem to be studied at the place of practice where factual materials will be collected. The task defines the main issues of the thesis's content (explanatory notes, sections, paragraphs), a list of graphic material (illustrations, graphs, tables, schemes applied to posters), establishes a calendar plan for the implementation of the thesis (differentiated terms of execution for individual sections, paragraphs, etc.).

When formulating a task, the supervisor can consider the student's vision and plan for the disclosure of the selected problem.

The form of the assignment for the thesis is presented in Annex 2.

### **Formation of the purpose and main tasks for the thesis**

Depending on how clear and precisely formulated the purpose of the work, its main tasks, plan, execution organization, style of presentation will be better.

Correctly defined purpose of work will allow the student to segregate the main direction of its research, organize the search and analysis of the material, avoid general pre-considerations and improve the quality of work.

The general goal of the thesis is systematization, expansion and consolidation of theoretical training, in-depth study and development of a separate problem, formulation of conclusions and preparation of proposals for improving the functioning of the research topic of a specific economic subject.

The purpose of the thesis must be closely linked to the title of its subject.

On the basis of the stated, the student should identify the main tasks to be solved in the course of the thesis.

Tasks should specify the main purpose of the work; their definition must be logically related to the section titles of the work.

### **Researching, collection and processing of information**

At the beginning of writing a thesis, the student needs to understand how the issues of the topic of the national legal framework (laws, instructions, methodological recommendations, etc.) are revealed. The next step is to review the subject of study in general sources (textbooks, manuals, dictionaries), and then gradually proceed to the development of specialized literature (monographs, articles) of domestic and foreign authors.

While researching, bibliographic indexes will help you find the necessary material for the study of literature. It should be noted that unsystematic search always takes a lot of time and does not guarantee its completeness.

For a wider coverage of the subject, it is recommended to use at least 80 literary sources. Thus, the processing of literature is a process of creative search and processing. Correct selection is a condition of qualitative work.

The collection of scientific information on the topic must be combined with the analysis of the processed material. While working with the literature, the student mustn't only take notes (with a detailed reference to the source), but also write thoughts that arise while processing the material, which will facilitate writing text of the work.

In addition to the theoretical basis, which is considered in the first section of the work, the student analytically analyzes the actual material about the selected subject (specific economic subject, the subject of managerial processes). A prerequisite for the realization of this task is the possession of skills of in-depth diagnostics and processing of its results.

It should be noted that the research data should be illustrated by digital and graphic data while referring to the sources.

### **Preparation of the work plan on the basis of grouping and systematization of materials.**

Having received the task from the supervisor, approved by the head of the department and collected the necessary theoretical and practical material, the student prepares the thesis work plan in agreement with the supervisor.

The plans should include issues of managerial analysis, planning and forecasting of financial and activities of economic topics.

The thesis work plan reflects its structure, which implies the order of the layout and the relationship of its individual parts. When planning two main stages should be taken into consideration: the compilation of the previous and final variants.

The "preliminary plan" is a plan of work, which usually is formed after the approval of the topic and the general familiarization with the main literary and other sources. The final version must be in the form of a detailed plan with the indication of the main sections and units of work in agreement with the supervisor, which then becomes a mandatory process to fulfill. Any changes of the research plan are only allowed with the consent of the supervisor.

The thesis work plan must contain an introduction, the theoretical and analytical parts (chapters), conclusions and proposals, a list of references (bibliography) and annexes.

The formulation of the title of sections, units must meet certain requirements. These include concreteness, lack of ambiguity and conciseness.

### **Writing an explanatory note and processing the manuscript**

The most complex part of the work for the student is the analysis, synthesis of the collected materials and the essay writing. The student should recite the material with consistency, logically interconnect its individual parts and fully cover the subject of work. To achieve this, it is necessary to pay attention to modern theoretical and methodological developments, to consider and creatively comprehend the relevant normative literature and express thoughts and opinions about the subject's discursive issues.

Based on the reported data, personal impressions and generalizations, it is necessary to draw the necessary conclusions, to highlight the progress achieved, to note the existing shortcomings, and to make suggestions as to the possibilities for further improvement of the research subject. Work on the abstract begins with a general assessment of its construction. It should be checked with how logically and consistently the material is presented, whether the wording and definition are correct.

After the elimination of structural defects, the quality of the material appended in volume, is estimated. The next stage is checking the correctness of the abstract's layout.

This applies to all its elements: citations, tables, illustrations, compiled bibliographic indexes, etc. The final stage is literary editing and refinement, the main task of which is to achieve a unified indoctrination style with consistency over the correctness of spelling and punctuation.

### **Graphical overview of the received results (preparation of posters).**

When defending dissertations, it is necessary to use visual materials.

Visual materials include illustrations executed in the format of A4 along with the work's presentation. Visual illustrations should have at least 6 posters.

The main requirement for performing the visual material is the reflection of the main results of the thesis. Charts, diagrams, tables, drawings, algorithms and other illustrative material should be added to the posters.

It is important to remember that the student should avoid the excess of text stretching as well as including obvious information on posters. The material presented on the posters should give an idea of the student's personal work results while working on the thesis.

When deciding on the titles for posters, titles ending with "... analysis...", "... research..." which signify the process and not its results, should be avoided.

Schematics, graphs and drawings must be understandable, according to the methodical requirements. The lines and inscriptions must be expressive.

Illustrative material and presentation must be approved by the supervisor.

Clearly made visually or non-visually understandable handout content material and presentations allows members of the (ДЕК) commission to become more closely acquainted with the results of the thesis.

Handout material is put together in a folder along with other information that the student wants to provide to the members of the (ДЭК) commission. Handouts should not be excessive in terms of pages (up to 10 pages).

### **Submission of the thesis to the board for review and normative control.**

Completed and signed by the student, the master's thesis is submitted to the supervisor for review not later than a week before the start of the (ДЭК) commission (the first day of dissertation defense). The supervisor signs the reviewed work on the frontpage of the thesis as well as the handout and writes an explanatory statement.

The supervisor's feedback includes a brief analysis of the research, reflecting its theoretical level, depth, expediency of the recommendations, their validity, noting the elements of independent search and the conclusion on the admission of thesis to the defense.

The feedback of the reviewed work by the supervisor should be formal and in the following:

- drawing conclusions about the relevance of the problem under study;
- determine the topic's completeness and quality of the development of the work in question;
- a brief description of the main (including original) decisions, practical achievements of the student;
- conclusions about the value of the student's proposals, the degree of their justification and the possibility of its practical application;
- student's general level of economic preparation description, ability to think independently, creatively solve the tasks;
- conclusions about the student's skills and abilities in the field of management.
- ability to work with computing equipment for calculations and development of charts and diagrams;
- noting the degree of compliance with the requirements for content and design;
- remarks on the mistakes and defects in the work;
- recommendations for the defense of thesis.

The feedback consists of one copy and is read during the meeting of ДЭК.

Only after the signature of the student and the supervisor, the work is put into a solid binding. an envelope is then attached on the back of the binding containing the feedback of the supervisor.

Master's thesis, signed by the student and the supervisor, is submitted with the feedback envelope for a review procedure. Reviewers are appointed by the department. According to the traditions of high school, reviewers can be leading scientists or experienced management specialists.

The reviewer gives a detailed written response (review) to the thesis, which reflects:

- Relevance of the project's topic;
- conclusions about the compliance of the thesis with the completeness of the development of the topic;

- a description of the project's sections implementation, assessment of the scientific and technological achievements and the advanced techniques of production technology;
- positive aspects of the work;
- evaluation of the graphic design and explanatory notes;
- defects of the work performed;
- feedback on the project as a whole;
- evaluation of the thesis.

The review form is presented in Annex 4.

Y The review specifies: how competently the questions of the thesis work plan are revealed, whether the conclusions are well substantiated and reasoned as well as the practical recommendations. The reviewer focuses on the quality of work done. By request of the reviewer, the student is required to provide the necessary explanations concerning all issues of the thesis. A negative review of the work provided does not revoke its defense.

A review for the thesis is put into an envelope stuck to the back of the cover.

Along with the feedback and a review, illustrative material, presentation and a digital copy, the master's thesis is submitted to the department within the allowed filing dates. The digital copy of the thesis is checked for uniqueness at the department. Borrowing text is not allowed without the corresponding references to sources. Uniqueness of the text should be at least 40% of the work provided.

### **Preparation of thesis's work results presentation (report)**

When preparing the presentation, the student must write a brief report on the main results of the work done. The report is expected to contain generalized information as outlined in the introduction and in the conclusions. It is highly recommended to be prepared in the form of a thesis report, rather than a solid text.

During the presentation, the student must refer to the handout material of his work for a wider subject's disclosure as well as to the achieved results which are expected to be in a presentable form. Also, the visual/graphical material should support the leitmotif of the presentation, in a form that they would complement each other. The most common mistake made while preparing the presentation is the use of a significant amount of information as well as generally known information that clutters the report thus, making it hard for the members of the commission to extract and separate the important results achieved by the author. The report must prove the relevance of the chosen topic, describe in-depth its different aspects, report on the achieved results, outline the main conclusions and proposals made while working on the subject.

### **Preliminary defense of the thesis at the department.**

The preliminary defense is carried out by the lecturers appointed by the head of the graduation department.

For preliminary defense, the student submits to the appointed lecturer a ready-made work and visual/graphical material signed by the supervisor and the reviewer.

У When on-going defense, the student provides a brief description of the results achieved and answers the questions of the lecturer assigned for the preliminary defense.

The purpose of the preliminary defense is to verify the submitted's work readiness, relevance, completeness, and compliance with the requirements as well as the possibility of admission.

Підписана студентом, керівником та членом комісії з попереднього захисту робота, відзив, рецензія, роздатковий матеріал, презентація та електронна версія роботи надаються завідувачу випускаючої кафедри для остаточного затвердження і допуску до захисту в ДЕК.

Signed by the student, the supervisor and a member of the commission for the work's preliminary defense along with the feedback, a review, the handout document(s), a presentation and a digital version of the work, the thesis is ready to for submission to the head of the department for a final approval and admission for the final defense in front of the ДЕК commission.

#### ***Common mistakes/issues encountered before the thesis's defense:***

- 1) The title does not correspond to its plan and content;
- 2) Individual sections's title does not correspond to their actual content;
- 3) The research plan is imbalanced: separate sections contain an excessive amount of subdivisions, and others not enough or not even at all;
- 4) Work units containing only 1-2-3 pages of content;
- 5) Text uniqueness is less than 40%;
- 6) Text borrowings are encountered without corresponding source references;
- 7) Lack of logic in the building of the research: main sections's content is unrelated;
- 8) Absence of logical transitions from one unit to another;
- 9) The frontpage lists the institute and/or specialty incorrectly;
- 10) The work's material sequence of placement is violated;
- 11) Introduction does not meet the established requirements;
- 12) Incorrectly titled figures, for example, "paintings" is used instead of the word "drawings";
- 13) Does not meet the requirement of numbering and tabulation;
- 14) Missing table and schema titles;
- 15) Incorrectly listed reference sources, does not conform with the standards;
- 16) Missing copyright data from the frontpage;

### ***Thesis defense in front of the State Examination Commission***

Thesis defense is held publicly and takes place in a high requirement environment adhering to the pedagogical and scientific ethics.

During the defense of the thesis, the student uses illustrative material (tables, figures, graphs, etc.) that is distributed to members of the commission or made public through slides or posters.

The members of the ДЕК commission involve the leading specialists of the branch, the head of the graduation department, and the teachers of the disciplines. The ДЕК commission consists of the leading specialists of the branch, the head of the graduation department, and the teachers of the disciplines.

The ДЕК's scope of activity involves:

- verification of the specialist's scientific, theoretical and practical level of training;
- work quality assessment, subject relevance and compliance with the current state of scientific and technological development;
- assessing the specialist's qualification and issuance of a diploma (with honors, without honors);
- preparing proposals for improving the training of specialists, committee of graduation aimed at further improving the quality of masters' training.

The ДЕК commission works by the curriculum-set terms. The roster of work of the commission is approved by the rector no later than two months before the beginning of the thesis's defense.

Defense's priority is determined by the graduation department according to the student's wishes. Students for defense listing is carried out by the secretary of the ДЕК.

Students who fulfill all the requirements of the curriculum and have passed the state exam in the specialty are allowed to defend the thesis.

Before the beginning of thesis's defenses for ДЕК, the following are submitted:

- the certificate of abiding the curriculum by the student and list of grades given by the faculty's dean;
- supervisor's recommendation/review;
- a review for a thesis from a specialist in the field or a scientist. A master's thesis that has received a positive review, by the decision of the department, is allowed to be defended in front of the ДЕК committee.

The defense procedure involves a brief statement of the results obtained by the student-graduate and answers to the questions posed by members of the DEC or other attendees. As during the defense, not only the work is assessed, but also the quality of the defense itself; attention should be paid to the content and form of the presentation, the preparation of visual materials.

The defense of this is carried out at an open meeting of the ДЕК.

The order of defense of thesis works is as following:

- dean's certificate regarding the student's assessment for the period of studies at the higher educational institution is read out;

- a word is given to the student to narrate the content of the thesis;
- the student answers the questions of the members of the ДЕК and other attendees present in the room;
- supervisor's feedback and the final review is read out;
- the final word is given to the student to answer the reviewer's remarks.

The purpose of the student's report is to familiarize members of the State Examination Commission with the results of his research. The following sequence is recommended:

- topic, purpose, goals and the tasks of the work;
- subject of study;
- main directions and results of the conducted diagnostics of the enterprise;
- the main problems identified during the study;
- characteristic of alternative problem-solving possibilities;
- description of alternative problem-solving possibilities;
- assessment of the expected results from the proposed measures and author's final recommendations.

The presentation should not exceed 10 minutes. The presentation should be concise, concrete, uses illustrative material distributed to members of the commission for a clearer understanding of the author's statements and win the commission's members focus on them.

After the presentation, the defense procedure continues in the form of answers of the graduate to the questions of the commission's members or other present attendants directly on the subject and content of the submitted work as well as other methodological and practical problems of the modern economy. Afterwards, the secretary of the commission will enunciate the supervisor's feedback and the final review. Total defense time is 20-30 minutes.

The defense results are discussed at the closed session of the commission. When making the final evaluation decision, the opinions of all members of the commission, as well as the supervisor and the reviewer are taken into account. At the same time, attention is drawn to both the content of the work itself and the general professional training of the student, his statement in defense, namely:

***Content aspects of the thesis:*** depth and relevance of the chosen topic of research; the versatility and the essence of the validity of the proposals; practical orientation and adequacy of the proposed measures to the real problems of the enterprise; the degree of independence of the research;

***General level of work's presentation:*** logic, concreteness and credibility of the report; correct answers to questions; ability to reasonably defend own's designs; fluent oral speech, economic terminology, presentation culture; preparation quality and the value of the illustrative visual material.

The ДЕК's decision on the evaluation results of the thesis is announced on the day of defense and subsequently included in the higher education diploma.

According to the curriculum's successful fulfillment requirements which includes the defense of a thesis, the student is awarded an educational qualification level of the master's degree and issued a corresponding diploma.

A student who has passed exams with no less than 75% of all disciplines in the curriculum with an excellent grade, with the remaining disciplines - with a rating of "good", including participation in scientific and social events and workshops, is issued a diploma with honors.

A diploma with distinction gives the right to a graduation recommendation for postgraduate study.

If the thesis's defense is considered unsatisfactory, the ДЕК is allowed to reject a student's defense and allow a redo of the same work with the revision and remarks of the commission or a new topic decided by the graduation department.

A student of full-time education that fails the final examination (thesis defense) is deducted from the university and sent to work in an established organisation for young specialists. In this case, the student is given an academic certificate of the established form.

A student who has not defended a thesis without a documented valid reason may be extended by the rector of the university to the ДЕК's next period of work.

A student who has not defended the thesis is allowed to re-defense during the three years after graduation only if, the student, has a proof of working (document) in the field of the course's speciality.

Master's thesis after defense is kept at the university. If necessary, a copy of the work is sent to the enterprise or organization for use in production.

### **Conditions for obtaining an evaluation.**

**Perfect.** The thesis of the master's degree is impeccable: it contains elements of novelty, of practical significance, the report is logical and short, concrete knowledge of the topic, the feedback and review are positive and answers to the questions of members of the ДЕК are correct and concise.

**Good.** The subject of the work is revealed, but there are some imperfections: in the theoretical part, a superficial analysis of literary sources has been made, elements of novelty are not clearly presented, inadequately used informational materials of the organization, feedback and review have separate remarks, logical report, answers to questions of members ДЕК are basically correct and work is done within the requirements.

**Satisfactory.** The subject of the thesis is partly revealed, but there are imperfections in the content: the unclear formulation of the work's purpose, the theoretical section has a pronounced compilation character, the analytical part has an excess of elements of the narrative, the selection of information materials (tables, graphs, diagrams) is not always justified, measures and the proposals contained in the third section are groundlessly unconvincing, the supervisor's feedback and the review contain separate comments, the report is read by the text, not all answers to the questions of members of the ДЕК are correct or complete. There are remarks on the completion of thesis.

**Unsatisfactorily.** Unclear purpose of work. Sections are badly related. There is no critical review of modern literary sources. The analysis is superficial, and superficial descriptiveness predominates. Proposed measures are random and do not follow from the analysis, not complete economic justification or completely absent. There are text borrowings without the corresponding links. The originality of the text is less than 40%. The design is far from the model. There are no illustrations for the defense. Answers to questions from the ДЕК members are inaccurate, incomplete or absent at all.

**Inacceptable.** Submitted to the supervisor for examination or for any further stage of review for violation of the deadlines established by the department. Written on a topic that was not timely approved by the order of the university. Performed not independently. The structure of work does not meet the requirements. There is no economic justification for the proposed measures. Not framed in hardcover, casually decorated, there are many grammatical mistakes in the text.

## 2.STRUCTURE AND GENERALIZED CONTENT OF DIPLOMA WORK

Master's thesis consists of the following elements:

- front-page (annex 1);
- assignment for the thesis (annex 2);
- thesis abstract (annex 3);
- content;
- introduction;
- sections and subdivisions;
- conclusions;
- list of sources used;
- additional material (handout materials).

The total amount of work should be 100-120 pages.

The front page and the tasks must correspond to the form in the annexes. Their filling is allowed both in the handwritten and computer-based form. The front page and the tasks must be signed by the author (student), the supervisor and the head of the management's department.

Thesis abstract is a brief description of its content. It contains the main provisions of the work and the proposals outlined in the work on improving the management processes. At the beginning of the abstract, it is necessary to specify the number of pages of the content (excluding the list of sources, annexes used), the number of drawings, tables and literary sources. The main part of the abstract reflects the short content of the sections of the thesis. The abstract should end with keywords. The abstract is written in the thesis's language. The abstract's content should be concise and the sentences should have a simple design.

Abstract length: 15-20 lines of text.

Content page contains the section titles (divisions) and their respective page numbers. Content header must be identical to the text header. Text-shortening or submission in different formulation or reordering is not allowed.

An important element of thesis is the introduction. The introduction reveals the essence and state of the question, its significance, the bases and the initial data for the development of the topic, justification of the need for the study. Presenting the introduction, this sequence must be followed.

First of all, we need to indicate the relevance of the chosen topic. The relevance of the managerial aspects is caused by various reasons. For example, the need for such research may be due to the imperfection of the legal base, the needs of the base enterprise are to improve management processes or the introduction of advanced world experience, the presence of significant deficiencies in the organization of management processes at the enterprise, where the student was practicing, etc.

Coverage of relevance should be concise. Suffice it to say a few sentences. The administrative processes in the enterprise, where the student was practicing, etc.

The next step in the introduction is to formulate the *purpose of the work and the tasks* that have to be addressed to achieve the goal. It is not necessary to formulate the purpose as "study ...", "studying ...", because these words indicate the means of achieving the goal, and not the very purpose. The purpose of the thesis may consist of "systematizing ...", "developing proposals for ...", "substantiating ...", "setting ...", etc.

The purpose of the thesis is set out in one sentence, it should be concise, indicate the desired end result, and not detail the stages of its achievement. The latter is specified in the tasks of the thesis, in which the student demonstrates the steps in order to achieve the goal. Properly defined tasks give the opportunity to achieve the thesis goals in the most optimal way without unnecessary procedures. The formulation of the tasks of the thesis should begin with the words "... reveal", "... analysis", "... establishment", "... disclosure", etc.), that is, the task indicates the steps in order to achieve the goal.

The obligatory element of entry is the definition of the *Objective* and the *Subject* of work. An objective is a process or phenomenon that generates a problem-situation chosen for study. In the thesis the object should be formulated as "administrative processes of ..... (item is indicated)". Within the subject's objective range. The objective and subject as a category of scientific process are related to each other generally and partially. The objective highlights the part that is the subject of the work.

Then in the introduction it is necessary to reference *the used normative and theoretical sources*. This entry element should not be a duplicate of the sources list referenced. The student should reference legal sources and give them a general description. In addition to normative and legal sources, the use of scientific and educational-methodical literature is compulsory. The student should indicate which scientific publications he used during the defense of the thesis. This will ease the formulation ideas about specialists who are deeply involved in management issues in certain areas. Educational literature should be used restrictively, that is, not to rewrite textbooks and manuals. It should be used to compare approaches to managerial and economic phenomena, critical analysis of managerial decisions.

*Methods of research* as a tool for obtaining actual material is a mandatory element of entry into work and a prerequisite for achieving the goal. The most common methods of studying managerial and economic phenomena and processes are theoretical analysis, comparison, systematization, grouping, organoleptic methods (inventory, supervision, examination, examination, etc.); documentary methods (grouping of disadvantages, generalization of results); calculation and analytical methods (economic, statistical, managerial analysis), etc.

The most common methods of studying managerial and economic phenomena and processes are theoretical analysis, comparison, systematization, grouping, organoleptic methods (inventory, supervision, examination, examination, etc.); documentary methods (grouping of disadvantages, generalization of results); calculation and analytical methods (economic, statistical, managerial analysis), etc.

Y In the introduction information about the *practical application of the results* is included. The practical significance of the results obtained in the thesis may consist in using the proposals offered by the student, using the results of economic and managerial analysis for the adoption of certain managerial decisions.

Y At the end of the entry it is necessary to indicate the basic enterprise (institution), the materials of which are the basis for the thesis, as well as the scope of its functioning.

Thus, the introduction is a responsible part of the thesis, since it not only guides the reader to the next disclosure of the topic, but also contains all the necessary characteristics. So the introduction testifies to the methodological training of the student, his the ability to prove the right of choice of the theme, its significance and relevance.

The main part the thesis consists of sections, subdivisions, points, sub-items. The most important is the main part, consisting of three sections. The main sections of the work: theoretical, analytical and research, design and advisory.

The first section, the theoretical part (up to 25% of the work) contains several paragraphs. The theoretical substantiation should determine the role and place of the investigated phenomena and processes in the enterprise. In this section the theoretical basis of the chosen problem is substantiated, an overview of literary sources, new developments, published statistical data with reference to sources, other information related to the topic. on the basis of the scientific study, educational and methodological literature (including foreign), different author approaches to solutions of problems are shown, revealing the similarity and difference between their views, as well as substantiating their own views on the problem, an assessment on current laws & regulations is given, decrees and other official-administrative documents, normative and reference base for the problem under study. The actual understanding of this base is revealed, the necessity and expediency of separate documents is substantiated. Theoretical substantiation, essence, significance, classification characteristics, history and current trends of the subject of research using methodological approaches must have certain elements of scientific novelty and polemicality, affirming their own position on the chosen research methods, which enables to proceed to the next section onto a specific analytical study.

The second section, analytical, providing a logical sequence of research, should become a transition to the next third section and combine the acquired theoretical knowledge and the ability to use selected methods and certain methodical tools. The analytical section should contain:

- description and characteristics of the current state of the subject under study;
- organizational and economic diagnostics of the company's activities in relation to the chosen research direction;
- A thorough analysis using the accumulated factual material involving all theoretical knowledge of a certain methodological tool.

All analytical calculations, tables, graphs and diagrams should be accompanied by interpretations and conclusions that allow to determine the essence of the management processes observed in the organization, their features, trends, and create a basis for the identification of unused reserves. If possible, the text should be illustrated with real documents (provided in the annexes), which must be accompanied by a brief commentary.

In order to complete the second section, the student must gather actual data during pre-diploma practice. The source of information is planned and actual indicators of economic activity, statistical and accounting reporting, orders, results of observations, surveys, and other methods for collecting primary information used by the student during pre-diploma practice.

Of particular importance is the correct generalization of the accumulated actual material, grouping and processing of data, on the basis of which a skilled analysis is carried out, proposals are substantiated.

- In order to maintain the acquired Computer skills as well as algorithmization and programming, each student in the diploma work must use certain computer programs. One can not restrict himself to only using the standard programs to analyze the dynamics of key economic and financial indicators while writing the subject of research's description or using only the text-editor program for printing, text writing and artwork making. It requires the use of a standard program adapted by the author or developing their own to simplify the time-consuming calculations in the analytical or design & guidance section.

While writing the description of this stage of work, the following should be noted:

- task set;
- the program, which will be decided;
- database (it is desirable to include in the annex the sources of primary information - balance, other forms of reporting);
- calculation formulas;
- block diagram of the problem-solving algorithm;
- result - in the form of a summary table, diagrams, graphs, etc.;
- analytical description of the result.

The volume of the second section - within 30-35% of the total of the diploma project.

The third task, the recommendation section is the development of specific recommendations and proposals for the development and operation of the enterprise on the basis of the basic theoretical positions, methodological approaches and methodological tools set out in the first chapter, as well as the conclusions of the second section.

- In this part, the student must form a systemic view of the problem, as a controlled change in the initial state of any system, associated with the cost of time and money. It offers effective managerial models and tools for solving the problem situation in an enterprise in the form of an innovative management strategy, examining and analyzing the key categories of work: goals; end products; essential parameters and the nature of the influence of the economic space, the necessary resources; the criteria for the positivity of the results, the effectiveness of their

achievement and evaluation; possible mechanisms and tools of activity and management, justifies management measures to improve the activity of the subject. The system of measures logically follows from the theoretical and analytical parts and is aimed at overcoming the contradictions between the real and desirable states of the subject, taking into account individual tasks, in which the concrete measures (proposals, recommendations, etc.) of the student-graduate should be aimed at ensuring indicators of economic progress and growth.

Detailed proposals for improving the activity of a subject should be in line with the research direction: each of the reasoning or justifications in connection with the conducted analysis's conclusions in the second section should be based on the revealed deviations, problems and disadvantages.

The proposed improvements and managerial innovations should include a calculation-quantitative reasoning.

The student's proposals regarding the scientific and practical solutions of the topic under study must meet the criteria of optimality, target financial efficiency and practical implementation.

- calculations to detailed proposals are possible using a computer.

The amount of the third partition can be up to 30% of the total volume of the diploma work.

Conclusions (3-5 pages) is a brief outlining the results of conducted research.

In this brief, we summarize the most important theoretical positions that contain the formulation of the solved problem, the evaluation of the results' research in terms of compliance with the purpose of the thesis and the objectives set in the introduction, outlining the elements of scientific novelty as well as proposals for improving the organization's research area, which were detailed in the third section.

The conclusions cannot contain proposals which weren't considered in the third section.

The list of references used in the main part of the work is given at the end of the text, beginning with the new page. List of used sources must contain not less than 80-90 names. Relevant words or text should be a link.

- appendices should contain information in form of the basis of analytical research according to the chosen topic, and are placed on the last pages. The appendices are necessary for the work's completeness, but their inclusion in the main part of the work can change the sequencing of the work's representation logic; large volume of illustrative material and/or presentation specifics can not be included in the main part (copies of enterprise reports used for calculations, instructions, methodologies, descriptions of computer programs developed during the execution of work, etc.). The volume of appendices is not limited.

### **3. MAIN REQUIREMENTS FOR THE MAKING OF DIPLOMA WORKS**

#### **The main part.**

The language of the thesis – Ukrainian, style – scientific, legible, without spelling and syntax errors, sequencing – logical. The material should be in form of the third person singular ("the author chose", "the author has defined") or in the uncertain form ("accepted", "selected", "defined by" etc.)

Direct copying from literary sources without corresponding references is inadmissible.

Depending on the features and content of the thesis work performed in the form of text, illustrations, tables or a combination of them.

Diploma work is executed on sheets of A4 format (210x297 mm). Text is printed on one side of the sheet. font- TimesNewRomanCyr, font size - 14 points, spacing - 1,5 (28-30 lines). It is allowed to place tables and other illustrative materials on sheets of A3 format (no more than 40 lines per page). size of the fields: the upper and lower - not less than 20 mm, the left -30 mm, the right -15 mm. the total volume of pages should be about 4.5-5.5 conditional printed sheets, or 90-110 pages of A4 size paper.

It is necessary to adhere to the uniform density, contrast and clarity of the print throughout the thesis, the font of print should be clear, black color, medium fat.

Separate words, formulas, signs that fit in the printed text must be black; the density of the inserted text should be as close as possible to the density of the main work.

Spelling-errors and graphic inaccuracies can be corrected with white-colored correction liquid then redone on the same place or between lines of correct characters in the typewritten manner or by hand. The correction text color must be black.

Surnames, institution names, organizations and other proper names in the thesis should be written in the original language. It is allowed to translate proper names and organization names into the language of the thesis, adding (at the first mention) the original name.

Abbreviations of words and phrases in the thesis are used in accordance with current standards in the field of library and publishing.

Structural elements "ABSTRACT", "CONTENTS", "INTRODUCTION", "CONCLUSIONS", "LIST OF USED SOURCES" are not numbered, and are headings of structural elements. Titles of structural elements and sections must be written in capital letters symmetrical to the text.

Subsection headings are written in small letters (except for the first large one) with a paragraph indentation. Word-wrapping in heading is not allowed. The dot at the end of the heading is not put. If the title consists of two or more sentences then they are separated by a dot. Item headings are typed in small letters (except for the first large one) with a paragraph indentation.

The indentation should be the same throughout the entire work. After the title of the section, the subsection, the paragraph at the bottom of the page must be at least two lines of text. The length between the title (except for the title of the paragraph) and the text should be 3-4 intervals.

### **Page and structural element enumeration.**

The pages of the thesis should be numbered in Arabic numerals, while maintaining the full numbering throughout the text of the work. The page number is placed in the upper right corner of the page without the # sign or a dot.

The title page is included in the total numbering of the thesis pages, but the page number should not appear on it. Illustrations and tables placed on separate pages are included in the general numbering of the pages of thesis.

Sections of the thesis must have sequential numbering within the statement and are denoted in Arabic numerals without dots, for example, 1, 2, 3, etc. The section number is placed after the word "SECTION 1", after the number, a dot is not placed, afterwards, in a new line, the title of the section is written in capital letters symmetrical to the text.

Subjects of the thesis must have ordinal numbering within each section. Unit number consists of section number and unit serial number, separated by a dot. After the unit number, do not put a point, for example: 1.1, 1.2 etc. Then in the same line there's a unit title.

The item number consists of a section number, a unit and a serial number of the item, separated by a dot. After the item number, a point is not put, for example 1.1.1, 1.1.2, etc. Then the heading goes to the same line. The item may not have a heading.

### **Illustrations, tables and formulas**

Illustrations (drawings, graphs, diagrams, diagrams) should be posted in the thesis directly after the text, where they are mentioned for the first time, or on the next page. All illustrations should be referenced. If the illustrations are not created by the author of the thesis, it is necessary, when submitting them in the work to comply with the requirements of the current legislation.

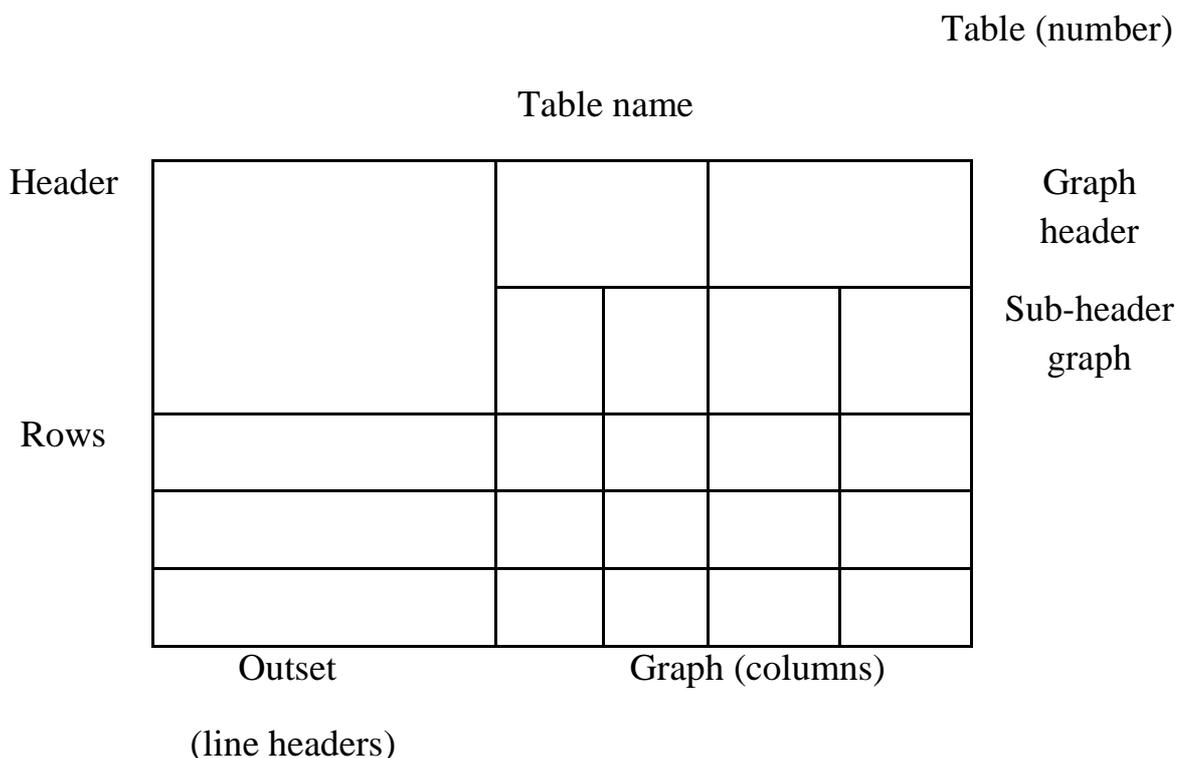
Illustrations must have a name that is placed under the illustration. If necessary, explanatory data (pictorial text) is placed under the illustration. The illustration is indicated by the word "Fig. (figure number)", which, together with the title of the illustration, is placed after explanatory data, for example, "Fig. 3.1 Scheme of placement".

Illustrations should be numbered in Arabic numerals within the section, except for the illustrations in the annexes. The number of the illustration consists of the section number and the serial number of the illustration separated by a dot, after the serial number of the illustration a dot is not placed, for example, Fig. 3.2 - second picture of the third section.

Digital material, as a rule, is executed in the form of tables. The table should be placed directly after the text in which it is mentioned for the first time or on the next page. All tables should have a link in the text of the thesis.

The tables should be numbered in Arabic numerals within the section, except for the tables in the annexes. The table number consists of the section number and the serial number of the table, separated by a dot, after the serial number of the table a dot is not placed, for example, Table 2.1 - the first table of the second section. In the upper right corner of the page, there's a "Table" text placed with an indication of its number. The table name should be below the center of the page. The title should be compressed and reflect the contents of the table.

The general scheme of the table construction is as follows:



Columns in the table are numbered only when there is a link in the text or when the table needs to be moved (to be continued) to the next page. In this case, "Continuation of the table" and its number are placed in the upper right corner of the next page, for example: "Table continuation. 1.2".

The graph header text starts with a capital letter, and the subheadings start with a small letter if they form one sentence with the title. Sub-headings that have an independent meaning are written in capital letters. At the end of the headings and sub-headings of the tables a dot is not placed. The text of the headings and subtitle graphs are written in singular.

When using formulas, it is necessary to adhere to certain technical and spelling rules. The largest, as well as, long and cumbersome formulas, which contain sings such as amount and product; are placed on separate lines.

Explanations of the symbol values and numerical coefficients should be submitted directly under the formula in the sequence in which they are given in.

The value of each character and numeric coefficient must be presented in a new line. The first line of explanation begins with the word "where" without a colon.

You must leave at least one free line above and below each formula. If the formula does not fit in one line, it should be moved to a new line after the signs of equality (=), addition (+), subtraction (-), multiplication (x) or division (:).

Formulas in the thesis (if they are more than one) are numbered within the section. Formulas consist of a section number and an ordinal number of the formula in the section, between which, a dot is placed.

The number should be within parenthesis and placed on the fields right next to the formula, for example: (2.3) (third formula of the second section), (3.5) (fifth formula of the third section).

Formula examples:

$$CO = (Eq - Na):Eq, \quad (2.5)$$

Where CO - Maneuverability factor of own funds;

Eq - Enterprise equity; Na - non-current assets.

The formula is included in the sentence as its equal element. Therefore, in accordance with the rules of punctuation at the end of the formula and in the text, punctuation marks are placed. If the prior text contains a generic word or it requires the construction of a text preceding the formula, then a colon is placed in front of the formula.

### **General rules of source citing and referencing.**

When writing a thesis, the student must reference a link to the digital data, information, monographic materials, reviews and other sources. References to sources should be separated by two square brackets, in which the serial number of the source is given, the name of which is referenced in the list of used literature and as well as the corresponding page.

Example: [35, P.105], (where 35 is the source number to the given reference on the list of sources used and P. 105 is the page of the given source).

All illustrations (Schematics, graphs, drawings, diagrams), tables and annexes of the thesis should be in form of a link.

References to illustrations, tables and annexes should indicate the serial number of the illustration, the table, and the annex, with the words "drawing", "table" and "annex" are written in a short (or abbreviated) form, for example (Fig. 2.1), (Tab. 2.3), (App. 4).

In case of repeated referencing to illustrations, tables and applications, the word "see" must be indicated, for example: (see fig. 2.1), (see tab. 2.2), (see app. 4).

References should be quoted. The general requirements for quoting are as follows: the text of the quotation "begins and ends with quotes" and is given in the original language; Citation should be complete, without any reduction of the author's text and without distortion of their thoughts. Skipping of words, sentences, paragraphs should be indicated by three dots ...

When indirectly quoting the views of the author, it's important to be extremely precise in presenting their thoughts and giving relevant references to the source.

### **Source reference list formation procedure.**

The list should contain bibliographic descriptions of used sources and is placed after the conclusions. It is recommended to place literary sources in alphabetical order. For informational material from the internet, a link reference to the corresponding Webpage is mandatory. Formation examples of bibliographic descriptions of the source references are given in the annex.

### **Annex formation.**

Annexes should be made as a separate part, placing them in the order of appearing references to them in the text of the thesis. Each annex should begin with a new page, contain a headline in the middle written in capital letters.

In the upper right corner above the headline, "Attachment" text-word and the Arabic number indicating the annex number such as "Annex 2", must be printed.

If necessary, the annex text can be divided into sections, sub-sections, and items which should be numbered within each annex in accordance to the requirements.

Illustrations, tables, formulas, and equations in the text of the annex should be numbered within each annex. For example, figure 1. 3 – 3<sup>rd</sup> figure of the annex 1; table 3. 2 – 2<sup>nd</sup> table of the annex 3; formula (2. 1) – first formula of the annex 2. If the annex contains only a figure, or a table, or an equation; they are enumerated in the following, figure 2. 1, table 2. 1, formula (2. 1). As for referencing to figures, table, formulas, equations; it is recommended to write: „in fig. 2. 1”, „in tab. 1. 3”; „by formula (2. 1)”, „in equation (3. 2)”, etc.

Lists, notes and conclusions in the annexes are formed and numbered according to requirements.

If a document used in an annex has an independent significance, it is formatted in accordance to the requirements of such document type and its copy is placed in the thesis without changes to the original.

In the upper right corner of the document, "Annex 1" is written. If the annex includes several pages then the pages of the document copy should be numbered sequentially, starting with the first page (1,2,3, etc.).

### **Illustrative materials in the thesis.**

Illustrative materials for thesis (5-6 sheets of A-4 format) and the presentation, after the protection procedure, remain in the department along with an explanatory note for subsequent submission to the archive (a disc attached with a presentation and an electronic version of the work in an envelope glued on the hard cover at the end of the work).

**4. List of available themes for diploma work for students on speciality 073  
"Management" level of education the second master's "Degree" the field  
of knowledge 07 "Management and administration"**

1. Formation of customer-oriented enterprise management
2. Business management
3. Enterprise anti-crisis management
4. Information technology in the management in the entrepreneurial system
5. Resource management
6. Projects investments management
7. Enterprise information and communication support
8. Enterprise-organizational systems diagnosis
9. Enterpriseeconomic safety management
10. Enterprise public-private partnership application
11. Enterprise innovative management
12. Organizational mechanism of enterprise management
13. Intellectual capital management
14. Enterprise information provision of management
15. Controlling in the enterprise management system
16. Enterprise strategies development
17. Enterpriseconflict management
18. Enterprise risk-proofmanagement
19. Enterprise crisis management
20. Corporate governance improvement
21. Enterprise efficiency management
22. Enterprise organizational design modernization
23. Enterprise re-engineering system modernization
24. Enterprise motivation management system
25. Organizational-economic mechanism of innovation in the enterprise
26. Innovation and investment activity organization
27. Enterprise quality control system organization
28. Enterprise innovation processes management
29. Corporational, organizational and economic management mechanism
30. Corporational management of organizational processes
31. Enterprise management system effectiveness evaluation
32. Enterprise investment-innovativepotentialevaluation and development
33. Resource potential management
34. Enterprise planning system management
35. Corporate capital and expenses management
36. Dividend policy formation
37. Enterprise personnelmanagement
38. Enterprise-level effective motivation systems development
39. Enterprise investment strategy development
40. Tactical and strategic management of corporations

41. Small business management system engineering
42. Socio-psychological principles of organizing management activities
43. Managerial worker stimulation
44. Enterprise-level organization engineering
45. Enterprise strategy potential innovation development
46. Strategic management of enterprise development
47. Modern enterprise methods of project management
48. Organizational design of the enterprise
49. Management of enterprise's investment processes
50. Evaluation of the effectiveness and quality of corporate governance
51. Management of enterprise's innovative development
52. Career management of employees in the enterprise
53. Enterprise competitiveness management
54. Management of organizational change
55. Management of organizational behavior and culture in the enterprise
56. Enterprise solvency management
57. Enterprise profit management
58. Risk project management at the enterprise
59. Development of the enterprise strategic potential
60. Enterprise risk management
61. Management of the enterprise's production quality system
62. Management of enterprise's commodity policy
63. Enterprise-development financial support management
64. Telecom enterprises financial resources management
65. Management of the enterprise price policy
66. Enterprise quality production management
67. Enterprises competitiveness financial support
68. Formation of information support for enterprise management
69. Formation of enterprise information management system
70. Formation of the organization personnel policy
71. Formation of competitive strategy for enterprises
72. Formation of management system in corporate structures
73. Development of the enterprise investment strategy
74. Formation of enterprises management architecture
75. Enterprise human resources management.
76. Enterprise competitive advantages management
77. Formation of the enterprise competitive policy
78. Formation of the enterprise competitive behavior
79. Development of organisational-informative enterprise design
80. Enterprise Anti-crisis management
81. Strategic management of innovative development

Head of the Department of Management  
Educational scientific institute of management and business Гудзь О.Є.

Студента \_\_\_\_\_

Course \_\_\_\_\_ Group \_\_\_\_\_

Phone, e-mail \_\_\_\_\_  
\_\_\_\_\_

**REQUEST FORM**

Please approve by the department \_\_\_\_\_ topic of thesis work \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

" \_\_\_\_ " \_\_\_\_\_ 20 \_\_\_\_

\_\_\_\_\_  
(Student's signature)

Approved:

Head of Department \_\_\_\_\_

(Signature)

Head of the graduating department \_\_\_\_\_

(Гудзь О.Є.)

(signature)

" \_\_\_\_ " \_\_\_\_\_ 20 \_\_\_\_

.....



Please approve the topic of the thesis (master's degree)

\_\_\_\_\_  
\_\_\_\_\_

\*\* student e-mail, phone \_\_\_\_\_

**Student (Fullname)** \_\_\_\_\_

(Student signature)

Head of the graduating department \_\_\_\_\_

(Гудзь О.Є.)

(signature)

" \_\_\_\_ " \_\_\_\_\_ 20 \_\_\_\_

**\*Filled by a student, remains at the department**

**\*\* - to emphasize**

## Schedule of work

No	Work stages	Deadline	Date & Signature of the supervisor on the actual work done	Studen't report at the dept. on the work done
1	Defining a subject, selecting a supervisor, clarifying the subject			
2	Development and drawing up of master's thesis plan			
3	Preparation of section 1			
4	Preparation of section 2			
5	Preparation of section 3			
6	Conclusions			
7	Preparation of the final version of the work			
8	Supervisor's review			
9	Submission and defense of thesis at the department and preliminary protection			
10	Extrinsic review			
11	Report, presentation and illustrative material preparation			
12	Master's thesis defense			

Date of assignment issuance „\_\_\_\_” \_\_\_\_\_ 201\_\_\_\_.

Supervisor \_\_\_\_\_  
(Firstname, Lastname)

Student \_\_\_\_\_  
(Firstname, Lastname)

**STATE UNIVERSITY OF TELECOMMUNICATIONS**

Educational and Research Institute of Management and Entrepreneurship

Department of Management

Second level of education „Master”

Fieldofskills07 „Management and Administration”

Speciality073 „Management”

**I Approve,**  
**As the head of the Department of Management**  
\_\_\_\_\_ **H. E. Hutz**

“ \_\_\_\_\_ ” \_\_\_\_\_ 20\_\_ year

***THESIS SUBMISSION OF***

\_\_\_\_\_  
(Full name)

1. Topic of work \_\_\_\_\_

\_\_\_\_\_

Supervisor \_\_\_\_\_,

(Fullname, degree, academic status)

Approved by the order of the higher educational institution from “ \_\_\_\_ ” \_\_\_\_\_ 20\_\_ year № \_\_\_\_\_

2. Deadline for submission of work \_\_\_\_\_

3. Work results \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. Contents of explanatory note (list of issues to be elaborated)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. List of illustrative material (with exact indication of obligatory charts and tables)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**Sample form of the title page of the thesis**

---

(full title of the educational establishment)

---

(Full title of the institute and faculty)

---

(Full title of the department (subject, commission))

*Explanatory note*  
of the thesis

---

(educational level)

for

topic \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Made by: student of \_\_\_ course, group \_\_\_\_\_  
field of study (specialty) \_\_\_\_\_

---

(code and name of the field of training, speciality)

---

(surname and initials) Supervisor

---

(surname and initials)

Reviewer \_\_\_\_\_

(surname and initials)

**EXAMPLE OF ABSTRACTION FORMULATION  
ABSTRACT**

**Ivanov A.O. "Enterprise Management System Assessment:  
Methodical aspects"**

This thesis works in the specialty 8.03060101 of "Organization Management and Administration" of the educational qualification level "Master" in the direction of preparation: 0306 "Management and Administration" - State University of Telecommunications: Kyiv, 2018.

The thesis deals with theoretical and methodical aspects of the assessment of the enterprise management system, in particular the principles of organization and the procedures for conducting an assessment of the management system and its significance.

The work consists of an introduction, three sections, conclusions, a list of used sources and annexes: 113 p., 20 figs., 17 tabs., 67 sources.

The introduction substantiates the relevance of the topic and formulates the research objectives.

The first chapter reveals the need to evaluate the enterprise management system, the source of the formation of an information base for evaluation purposes and the principles for its implementation. The main theoretical models of evaluation of enterprise management system are considered.

The second section reviews the management system and key economic indicators of LLC "Balkinvest" and demonstrates the practical application of the methods of evaluating the management system on the example of LLC "Balkinvest".

The third section provides suggestions for improving the management system of the enterprise. The strategy of development is formulated and paths of modernization of the enterprise management system were proposed.

**Key words:** enterprise management system, management system evaluation, enterprise development strategy.

EXAMPLE FORM OF THE SUPERVISOR'S REVIEW OF THE THESIS WORK

**SUPERVISOR'S REVIEW  
of the thesis work**

Graduate \_\_\_\_\_  
(Fullname)

Topic of thesis \_\_\_\_\_  
\_\_\_\_\_

1. Topic relevance \_\_\_\_\_

2. Thesis purpose and objective(s) \_\_\_\_\_

3. Volume, structure and characteristics of its sections \_\_\_\_\_

4. Usage completeness of factual data evaluation \_\_\_\_\_

5. Thesis results \_\_\_\_\_

6. Quality of preparation evaluation \_\_\_\_\_

7. General evaluation of Thesis work \_\_\_\_\_  
\_\_\_\_\_

Supervisor \_\_\_\_\_  
*Degree, position*

Fullname \_\_\_\_\_  
\_\_\_\_\_  
(signature)

“ ” \_\_\_\_\_ 201\_



## Table of Content Sample

## CONTENT

<b>Introduction</b>	3
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**STATE UNIVERSITY OF TELECOMMUNICATIONS  
EDUCATIONAL AND SCIENTIFIC INSTITUTE OF  
MANAGEMENT AND ENTERPRISE  
Department of Management**

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Supervisor – Surname, initials

Kyiv 2018

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MASTER'S THESIS PROTECTION**

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On the topic: \_\_\_\_\_

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**Conclusion of the supervisor on master's thesis work**

Student \_\_\_\_\_

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**Conclusion of the department, commission on graduation work**

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