

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Guidelines
to preparation and presentation of a graduation thesis
for Master's (second) degree students of speciality
074 "Public Management and Administration",
specialization "Public Administration"

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Самостійне електронне текстове мережеве видання

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The order of preparation, writing, drawing up of a graduation thesis of
Master's degree students is given. The procedure for presentation of theses in
accordance with the current requirements is provided.

For Master's (second) degree students of speciality 074 "Public Management
and Administration", specialization "Public Administration", and lecturers.

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Introduction

According to the Master's curriculum of specialization "Public Administration", speciality 074 "Public Management and Administration", writing a Master's thesis is stipulated. The preparation of a Master's thesis is the final stage of students' studying at a higher education establishment and the final result of their individual research activities, integrated study which summarizes the results of studying various disciplines provided in the Master's curriculum of specialization "Public Administration", speciality "Public Administration" and the internship.

A graduate student must confirm the level of the general theoretical and special training. The Master's thesis is the qualification work. On the basis of presentation of the thesis the State Examination Commission decides on awarding the author of the thesis the qualification of Master in public administration.

In the regulations of educational qualification, approved by the Decree of the Cabinet of Ministers of Ukraine, Master' degree is defined as an educational qualifying level of specialist, which he receives on the basis of qualification of Bachelor or Specialist as a result of deepening special knowledge, gaining skills of innovative character and acquiring experience in solving problems and professional tasks in certain sectors of economy.

A thesis is a compulsory element of the educational process of Master's training in specialization "Public Administration", speciality "Public Management and Administration" performed by each student during the final stage of studying. It involves:

systematization, consolidation, expansion of theoretical and practical knowledge in the speciality and using it to address specific scientific, social, economic, administrative and other issues;

development of skills in independent work and mastering the methodology of research and experiment related to the theme of the work in the sphere of practical activity.

A Master's thesis on the speciality "Public Management and Administration", specialization "Public Administration" should be a concentrated expression obtained by a student in the process of acquiring knowledge, abilities and skills and must prove student's mastery of the theory and practice of public administration in Ukraine and the developed countries of the world, the ability

to implement the advanced management ideas and concepts in public sector, incorporating the best features of Ukrainian mentality and culture on the basis of a broad humanistic worldview.

A Master's thesis demonstrates the knowledge acquired during the training in the core subjects. It should have a research nature, fit the student's choice of the scientific research area and the approved topic, be of practical value for improvement of the quality of public institutions' work and the public administration system. The work is prepared by each student individually. In the process of preparing the Master's thesis the student must demonstrate the level of his professional expertise. When writing a Master's thesis a student is required to observe the rules of professional ethics to avoid plagiarism, falsification of data and false citation. The preparation of the Master's thesis is based on statistical data and actual activities of public institutions and organizations.

1. The purpose and objectives of the Master's thesis

The purpose of the preparation of the Master's thesis is the formation, systematization, consolidation and expansion of theoretical knowledge and practical skills obtained in the learning process, and application of the knowledge and skills to solving specific theoretical and practical problems arising in the field of public administration; improving skills in conducting independent scientific work, the mastery of basic methods of scientific research, scientific formulation and implementation of specific conclusions and recommendations on the selected theme.

To achieve this goal the students should take the following steps:

choose the theme for the Master's thesis and justify its relevance;

study and summarize the legislative framework of Ukraine, normative and legal, methodological and instructive materials, scientific and methodical literature on the problem researched;

consider the theoretical aspects of the chosen subject of the research and solve specific problems on the topic of the Master's thesis;

collect practical materials on the chosen topic in terms of specific activities of an organization (institution);

apply modern methods of scientific and practical research to the solution of certain problems;

perform analysis of the status of the researched problem and offer effective solutions;

compare domestic and international experience in the chosen problem and adapt it to the selected subject of the research;

use statistical data and results of activities of public organizations and institutions;

evaluate the performance of public institutions (organizations) to formulate and justify measures for improvement under modern conditions;

defend theoretical and practical grounds of the Master's thesis, at a public meeting of the State Examination Commission.

2. Preparation of the Master's thesis

When preparing a Master's thesis a student must fulfill certain requirements:

the paper submitted for the qualification of Master of Public Administration on the specialization "Public Administration", speciality "Public Administration and Management" should be written in the state language;

the Master's thesis is written by each student individually;

the Master's thesis should be a scientific work which is devoted to solving specific managerial, economic, social, political problems or addressing complex issues;

the proposed new solutions must be justified and compared with already known ones;

the Master's thesis should provide information on the practical application of the obtained scientific results of the research;

the execution of the Master's thesis must comply with the requirements for works submitted for publication;

when writing the Master's thesis a student should refer to the author and the source from which the material, or individual results are borrowed. In the case of plagiarism, the deliberate abuse of the copyright of another domestic or foreign scholar, the Master's thesis is withdrawn.

It is recommended that the main issues of the Master's thesis should be presented at scientific conferences, seminars, symposia or in the articles printed in scientific journals.

2.1. The main stages of the Master's thesis preparation

Preparation and presentation of a Master's thesis includes the following steps:

- the choice of the theme of the Master's thesis;
- approval of the theme and the candidate for the Master's thesis supervisor;
- selection and study of literary and other sources on the theme researched;
- development of the concept, plan and objectives of the thesis, approval by the research supervisor;
- writing and presenting the Master's thesis;
- external review of the Master's thesis;
- preparation of the review by the supervisor;
- labor control of the graduate department;
- verification through the automated system "antiplagiarism";
- presentation of the Master's thesis.

Choosing the theme for the Master's thesis

The theme of the Master's thesis is selected by students from the list proposed by the Department during the final year. A student submits his application addressed to the Department Head indicating the chosen theme of the Master's thesis and the candidates for the thesis supervisor (Appendix A). Themes of Master's theses are developed and approved by the Department for each academic year before its beginning which is scheduled to hold a state certification.

A student has the right to propose his own theme in specific areas of training in this specialization with the rationale for its development, relevance and prospects for implementation of its results. Preference is given to the themes that are directly related to the student's career. An indicative list of the Master's thesis is given in Part 9.

When formulating the theme of the work one should avoid using complicated terminology of pseudo-scientific nature as well as names that begin with the words "study...", "materials for the study of...", "to approach a question...", "description ...", "review...", etc., which do not reflect adequately the essence of the problem.

Approval of the theme and the candidate for the Master's thesis supervisor

The themes and supervisors of the Master's thesis are considered at the meeting of the Department and approved by the Rector of Simon Kuznets Kharkiv National University of Economics (Appendix B). The supervisor of the Master's thesis is appointed from the leading scientists and highly qualified practitioners.

Selection and study of literary and other sources on the theme researched

A necessary condition for the qualitative performance of the Master's thesis is getting familiarized with the literature on the selected theme. The study of literature is an important area of work that enables the student to consider the achievements of his predecessors who dedicated their studies to the chosen scientific problem. The theoretical and methodological bases for writing the thesis are the fundamental works of domestic and foreign scientists, concepts and ideas embodied in the Constitution of Ukraine, laws of Ukraine, decisions of the Verkhovna Rada and the Cabinet of Ministers of Ukraine, decrees of the President of Ukraine and other normative acts.

The viewpoints and knowledge of the achievements of the theory of different countries, schools, positions, and conceptions of distinguished scientists will contribute to a multidimensional vision of the social world. This preparatory work will enable students to better understand the basic questions of the research theme, their content, identify key problems and directions of analysis of the actual practice of public administration.

In addition, a student should consider and choose monographs, proceedings of scientific conferences, theses, journal and newspaper articles, various statistical and other sources of information on the investigated problem.

First of all, a student should be familiar with the alphabetic, systematic and subject catalogue of the University library, including public service magistracy. It is recommended that the educational modules that contain a list of mandatory and additional literature, as well as the supervisor's recommendations be used.

Selection and study of literature requires systematicity. It is advisable for students to have special bibliographical cards to record data about the source: the author's (authors') name and initials; book title; book, article, publication details: city, publisher (for newspaper and journal articles – the name of the newspaper or journal, year of publication, number, date, month),

number of pages (monographs, books), start and end page number. In addition, it is recommended that the library code be specified, which will help the student, in the case he needs to repeatedly access this source, to find it without spending a lot of time for the search.

Having chosen the necessary sources of information, students begin to study them deeply. The structural elements of the literary source should be looked through in order to find those which deserve attention in connection with the research theme, and then students should carefully study them and take notes.

To prepare the Master' thesis at the appropriate level, the student must strive to select the ideas, terms and information contained in the literature that will help to deepen the theoretical knowledge and serve as factual material, rather than be used as an object of controversy. Getting acquainted with the book, studying a single chapter or paragraph, it is also advisable for the student to decide on some technical methods of analysis: forms of tables, graphs, structures and the contents of the tools that are used in sociological studies and the like.

Studying the classics of domestic and world science, as well as other sources, it is advisable to take notes. Note-taking is an important stage of in-depth study of the main issues of the researched theme. In the abstract, it is not necessary to fully reproduce the source structure and its contents. It is important to find the answer to a question that arises in connection with the development of the problem in the Master's thesis. Therefore the outline may be as follows (Table 1):

Table 1

The author, the title and other reference data

Problem (question)	Basic terms of the source or book	Page	Student's notes
1	2	3	4

It is advisable to write an abstract on separate sheets of paper, which will give the opportunity to more freely organize the primary material in relation to the adopted structure of the Master's work. It is very important for a student to make his notes and suggestions in the fourth column, expressing agreement

or disagreement with the ideas of the book, comments about the feasibility of certain ideas in the practice of public management determining their relevance or obsolescence.

The same approaches are appropriate when studying state documents. It is recommended that the student with the help of the supervisor should identify a range of legal materials required for the study of the chosen theme for deeper understanding of modern transformational processes associated with the transition to a market economy, building effective management structures which must provide public services in a democratic and legal state. It is desirable that the study of the official documents help a student in writing his Master's thesis to show both heritage and progress, and critically analyze the faults. This will give the opportunity to deepen the theoretical contents of the Master's thesis, to make it more well-reasoned, persuasive, because the documents must be a kind of battery of theoretical and practical activities of the Government, Parliament, local authorities, all public administrative structures.

Studying and outlining the documents should identify new economic, political, philosophical, sociological and scientific managerial ideas. It should be remembered that public documents (in contrast to the classical, repeatedly proven provisions) reflect the contemporary theoretical and practical search.

It is important that a student should be able to formulate in his Master's thesis his approach to such documents, trying to assess how properly they reflect the general tendencies, character, meaning and consequences of contemporary events.

Thus, the purpose of studying and abstracting public documents by the student is to deeply realize and show, in his Master's thesis the thoughtful, creative approach that really takes into account the difficulties of knowledge, the complexity of theory development and prediction of the practical steps of those modernization processes that are carried out in our time.

The purpose of abstracting monographs, books, brochures, magazine and newspaper articles is to identify views on a particular theoretical issue, as well as collect the actual material experience of public bodies and institutions.

After a thorough study of literature, governmental documents, etc. and clarifying the theoretical framework of the study, the student proceeds to the practical work of public institutions (public authorities and local self-governments).

The study and analysis of practices used in public institutions, as well as generalization of experience is the most time-consuming step in the preparation and writing of a Master's thesis which demands extraordinary discipline and self-reliance. At this stage the student needs expert help of the supervisor of the Master's thesis. The consultation has to assist the student in the mastery of methodological techniques for the organization of study of practical experience to develop skills in self-analysis, to teach him to generalize both positive and negative experience, to draw valid conclusions, to make reasonable proposals as to the improvement of public authorities and institutions' activities.

The student's task is based on the plan of the Master's thesis. He specifies the subject of the study and determines the object of the study. These entities can be public organizations and agencies (bodies of executive authorities, local self-government). Learning experience, familiarization with the documents of specified public institutions and organizations, as well as the assistance of the supervisor and consultant are governed by the terms of current legislation.

According to the purpose, task, and the logic of the studies, the student develops a specific program of practical experience study and negotiates it with the supervisor. It should include, first of all, problems that the student would like to learn more about to find out how they are solved in the actual practice of public administration. The student also outlines in what institution or organization, when and what to study specifically, and in what form to collect the necessary information. These can be copies of certificates, regulations, plans and the like. But mostly the student has to rely on the abstract that he makes in the process of learning practical work: analysis of the protocols, the results of interviews with employees of these institutions, attending meetings, assemblies, rallies, the data of sociological surveys, the primary administrative, operational and commercial activities of public organizations.

Full-time students study and analyze the practice of public authorities during the internship or special practices prescribed by the curriculum. Part-time students complete practical training in public institutions and organizations in which they work.

After reviewing practices of public authorities, students begin to generalize experience based on the collected information. It requires serious consideration and critical evaluation of forms, methods, approaches in the

activities of public bodies, their impact on economic and sociopolitical developments, identifying the most typical, shared important moments in their work. Next they need to draw their own conclusions and make proposals for practical improvement.

Studying and generalization of practical experience of other countries as to the organization of public authorities and functioning of other management structures is also worthwhile.

While collecting and preparing the required materials for writing the thesis the student accumulates a lot of notes in his personal archive. First they should be saved in one folder. However, after the final version of the plan of the Master's thesis, all the collected material must be organized into sections and stored in separate folders for further work.

So, if the necessary literature has been selected and abstracted, the materials for the Master's thesis have been diligently examined, the student gets an idea of what questions should be definitely included in the plan of the Master's thesis, defines the subject of the study in order to deeply, thoroughly and consistently conduct the research.

However, this allows the student to decide upon what issues require collecting additional material, what specific experience of public work should be summarized, whether it is expedient to carry out sociological studies and so on.

Only after such a meticulous, creative, analytical work on the literature and other sources, the student can begin to develop the concept, structure and content of his Master's thesis.

The development of the concept, plan and objectives (Appendix C) of the Master's thesis, approval of the research supervisor (setting out the subject, object and tasks of the Master's thesis, the titles of the sections and subsections of the main body of the text, a list of basic literature, the primary materials) is carried out within the prescribed curriculum period.

An important element in the preparation of the Master's thesis is the development of the student's concept, that is, understanding of the chosen research topic, its novelty and scientific and practical value, the definition of the main directions of development, the author's vision of possible solutions to the problems, clarifying his position on the discussion on the chosen topic.

The concept of future research is developed and formed during the selection and study of the literature and other sources, the understanding of the gained actual material. For implementation of the concept the students make a plan of the Master's thesis and a timetable for its implementation.

Planimetric plotting is a creative process that requires an analytical work of the student, drawing up several options, selecting most successful of them. To facilitate the work on the topic it is advisable to make a so-called detailed plan of the Master's thesis during the preliminary study of the sources. In this case, among central questions, corresponding sub-questions, some additional data, digital and factual materials are identified and recorded.

The final version of the operating plan is needed to ensure its unity. It should consist of three clearly formulated critical points (sections).

For example, for the Master's thesis on the topic "Development of the system of administrative management in state statistics bodies" the section titles can be as follows:

Section 1. The theoretical aspects of the development of the system of administrative management in state statistics bodies.

Section 2. Analysis of the system of administrative management in state statistics bodies at the regional level.

Section 3. Improving the system of administrative management in state statistics bodies at the regional level.

In the future work it is important to make an individual calendar plan-schedule for the preparation, writing and presenting the Master's thesis, the form of which and the main stages of implementation are given in Appendix C.

In the terms defined by the Department, but not less than once during every two weeks, a student must report to his supervisor, who, on the basis of analysis of the work performed and in compliance with individual plan, states the sequence of the student's Master's thesis.

While reviewing the Master's thesis the supervisor should:

assess the content and validity of the main issues of the work constituting the subject of presentation;

check the focus, coherence, and consistency of presentation; clarify or correct ambiguous wording;

note technical errors.

In the case of a significant backlog from the terms planned without a valid reason the supervisor should inform the Department.

Writing and execution of the Master's thesis

The work is performed according to the materials of real public institutions (organizations) in the printed form. The Master's thesis is performed in Ukrainian. The design of the Master's thesis is carried out according to the requirements set in Section 3 of these guidelines.

The external review of the Master's thesis

The completed Master's thesis is sent by the Department for an external review. Reviewers are senior officials of public institutions and organizations (state authorities and local self-government), leading specialists of scientific research institutes and higher educational institutions, determined by the graduate Department. The range of scientific and professional interests of reviewers should correspond to the topics of the Master's thesis.

The objective of the review is preliminary assessment (finally the degree work is assessed during the presentation at the meeting of the Examination Board) of the theoretical and methodological level of training of the graduate Master in public administration of S. Kuznets KhNUE, his mastery of scientific methods in the research process, the ability to apply theoretical knowledge to the analysis of practical activities of bodies of public administration, the ability to formulate conclusions and proposals of practical value on how to improve the style, forms and methods, to increase the efficiency of public authorities' activity. In addition, the review aims, firstly, to help the student better understand the chosen topic and its issues; secondly, to assess the degree of assimilation of the material and the ability to expound it; and, thirdly, to give recommendations for further in-depth work on the selected research topic.

The recommended structure of external reviews of the Master's thesis is given in Appendix D.

The preparation of the supervisor's opinion

The Master's thesis signed by the student and consultant together with the review report should be submitted to the supervisor, who, after reviewing, approving and signing it, adds his written opinion and reports to the Department.

The signed report of the supervisor should include:

- a conclusion and evaluation of the relevance of the research;
- analysis of positive aspects of the paper, as well as drawbacks and errors;
- the level of theoretical knowledge demonstrated by the student when solving specific practical problems;
- the depth and complexity of the approach used in the analysis of managerial, economic, social, political and legal problems;
- the progressiveness and effectiveness of the proposed solutions to the research problem.

The scientific supervisor assesses the Master's thesis with the record: "allowed to be presented", and in the case of a negative evaluation – "not allowed to be presented". In cases of a negative opinion on the admission of the student to present the Master's thesis, the question is proposed for consideration of the Department with the participation of the supervisor; the records of the meeting of the Department are submitted to the Dean of the faculty and are approved by the Rector of the University.

The deadline for the submission of the Master's thesis to the Department is two weeks before the presentation.

The responsibility for the timely implementation of the Master's thesis is assigned directly to students and supervisors.

Passing the compliance assessment is carried out according to the schedule approved by the graduate Department.

To be checked for plagiarism the text of the Master's thesis is submitted in electronic form (without tables and figures) to the Department no later than two weeks before the presentation.

Presentation of the Master's thesis takes place at a public meeting of the State Examination Commission (SEC).

Before the presentation of the Master's thesis, the following documents should be submitted to the SEC:

- the Master's thesis of the student;

- the report of the supervisor;

- a review of the Master's thesis;

- the demonstrative artwork for the Master's thesis (the number of copies should correspond to the number of members of the Examination Commission).

A sample cover sheet of the demonstrative artwork is given in Appendix E.

Other materials may be presented to the State Examination Commission, characterizing scientific and practical value of the Master's thesis – print articles, documents indicating its practical application, and the like.

Before the presentation, the student must read the supervisor's report and reviews, analyse them and prepare replies to the comments.

Presentation is not permitted for students who have not fulfilled the curriculum, and at the time of submission of the Master's thesis have academic problems.

The student, with the help of the supervisor, should prepare well for the presentation, consider his statement in detail and make abstracts, select the

necessary demonstrative materials. Speech should be preferably prepared in the written form, although it is not necessary to read it. It is advisable to arrange a rehearsal of the presentation.

The procedure for the presentation of the Master's thesis consists of the following steps:

- the scientific report of the author;
- answers to the questions of the members of the SEC;
- responses to the comments of the supervisor and reviewers;
- summing up the presentation of the Master's thesis.

Based on the review and comments of the supervisor, the results of the presentation of the Master's thesis, the SEC shall make a reasoned decision on the assessment of knowledge of each student and conferring on him the educational degree "Master" in speciality "Public Management and Administration", specialization "Public Administration". The determining criteria are the independence of the work, the level of creativity, innovation, student's ability to use the acquired knowledge in the analysis of contemporary sociopolitical and economic reality, to defend their views and beliefs.

Decisions of the SEC are taken at a closed meeting by open vote by a simple majority of votes of the members of the Commission participating in the meeting. In the case of equal votes the vote of the Chairman is a deciding one.

The results of the Master's theses presentations are announced on the same day after drawing up of the protocols of the SEC.

Master's theses, containing particularly valuable practical solutions, proposals, can be recommended by the SEC for publication or for presentations at scientific-theoretical and research-practice conferences, seminars, and symposia.

Students who have not presented their Master's theses are not eligible to receive a Master's degree in Public Management and Administration.

2.2. Requirements for the structure and content of the Master's thesis

A Master's thesis includes the following structural elements (in the order of their appearance in the work):

- 1) the title page (an example is given in Appendix F);

- 2) the objectives of the Master's thesis (a standard form);
- 3) the content (an example is given in Appendix G);
- 4) a list of symbols (if necessary);
- 5) the introduction;
- 6) the sections and subsections of the main part, and section conclusions;
- 7) conclusions (for the whole Master's thesis);
- 8) references (an example is given in Appendix H);
- 9) appendices:

Appendix A is the scheme of logic of building a Master's thesis (an example is given in Appendix I);

Appendix B is the information on the implementation of results of scientific research (an example is given in Appendix J);

Appendix C is a draft publication (or a photocopy of the publication) (an example is given in Appendix K);

Appendix D is a statement on professional ethics when writing the graduation paper (an example is given in Appendix L);

other appendices.

1. The title page of the Master's thesis (Appendix F) is consistently signed by the author of the Master's thesis and the research supervisor. The mark of the compliance assessment and the signature of the lecturer who carried it out, is placed on the title sheet reverse side. After passing the compliance assessment, it should be signed by the Head of the graduate Department.

2. The application for the Master's thesis is issued in accordance with the standard form (Appendices A, B).

3. The content consists of the titles of the structural elements of the Master's thesis (introduction, objectives, a list of sections and subsections, the main body of the text, conclusions, a list of references, appendices) indicating their home pages in the text. The names of sections and subsections should include only those of the first order (Appendix G).

4. A list of symbols, symbols, units, abbreviations and terms should be presented separately, if specific terminology, and little-known abbreviations, new symbols, signs and the like are used. The list is printed in two columns, where the left includes alphabet symbols and abbreviations, and the right – their detailed explanations.

If there are special terms, abbreviations, characters, symbols and the like which are repeated less than three times, they are not included but their interpretation is given in the lead text when first mentioned.

5. The introduction reveals the nature and status of the task, the baseline for the development of the topic, the rationale of the study. The recommended volume of the introduction is from 3 to 5 pages. The introduction gives a general characterization of the work, revealing the content of the elements given below.

The relevance of the topic. The relevance of the topic and the feasibility of the Master's thesis is substantiated through a critical analysis of the existing practice of problem solving, which is explored in the work, taking into account current legislative and regulatory acts, as well as contribution of domestic and foreign scientists and specialists in the solution described in the Master's thesis (for example, "... the importance of the development of this area and the scientific justification of the main stages of transition to ISO 9001-2001 is explored by foreign and domestic scholars, such as Afanasyev M. V., Shemaieva L. H., Avedian L. I., Hordiienko L. Yu., Kabanets A. H., Hryhorenko A. M., Ushkalov V. V., Bezgin K. S., Hatezh V. M., Zhukariiev V. Yu., Koval N. V., Chistiakov A. S., Vatskovski K. S., Banka M. S. [65], Lakhyzha M. I. [96], Melnyk A. F. [97], Obolenskyi O. Yu. [106].

At the same time, insufficient attention has been paid to the scientific application of provisions of administrative and managerial bodies of state statistics".

The purpose and objectives of the study. The purpose of the study should improve the efficiency of activities of institutions, organizations and their subdivisions, or their sphere of influence (e.g., social sphere and economy of the region, etc.). The tasks of the work are specific research actions aimed at achieving the goal. Specific tasks are presented in the form of a list (using the verbs in the infinitive, each indented):

- to perform...;
- to determine...;
- to define...;
- to identify...;
- to justify...;
- to generalize...;
- to develop...;
- to improve... and the like.

For example, "The purpose of the Master's thesis is to develop the scientific and methodical bases of the increase of state statistics bodies' efficiency by improving the system of administrative management of these agencies";

"To achieve this goal the following tasks were set up:

to define the essence and main components of the administrative management system;

to identify the grounds of the development of the administrative management system in state statistics bodies;

to systematize the normative-legal provision of the administrative management system in state statistics bodies;

to characterize the bodies of state statistics at the state and regional level;

to carry out the structural and functional analysis of regional bodies of state statistics;

to perform the services provided by the statistical authorities at the regional level;

to offer the guidelines for the development of the administrative process of providing services by state statistical bodies;

to develop measures for improvement of the process of studying the needs of statistical information users on the basis of ISO 9001:2001;

to develop recommendations as to minimization of the costs of statistical information dissemination".

The object of the study is a process or a phenomenon, which contains a problem situation chosen for the study.

For example, "The object of the research is the system of management of the Central Department of Statistics in Kharkiv region".

The subject of the study is the element or part of the object of the study, which is considered in this research work. For example, "The subjects of the research are the administrative processes in the state statistics bodies". The object and subject of the research as a category of the scientific process relate to each other as total and partial (for example, the object is a state power body, the subject is the management system of the state authority body). The research methods used in the work are specified according to the problems that they solve. The most common scientific methods are: comparison, abstraction, analysis, synthesis, analogy, generalization and others. The specific scientific methods (specific to individual scientific disciplines) are: mathematical-statistical, graphical, linguistic, econometric etc.

After describing the research methods, the logic of the study, which connects the stages with the tasks and the results obtained, is shown in the scheme of logic of the Master's thesis (an example is given in Appendix I). The theoretical value and practical significance of the results of the Master's thesis are confirmed by the reference to the practical use of the recommendations offered in the work which is given in Appendix B (an example is supplied in Appendix J). The main sources of information used during the study, and the name of the organization or public institutions, described in the Master's thesis should be also noted.

The list of competences is formed in accordance with the National Qualifications Framework (NQF) "...the ability of a person to execute a certain activity, expressed through knowledge, understanding, skills, values and other personal qualities that are formed by the student as a result of writing the Master's thesis and which can be used in practical professional activities". To determine the list of the formed competences of a Master of Public Administration, it is advisable to take into account the description of qualification levels 5 – 8 according to the NQF (Table 2).

Table 2

Description of qualification levels [1]

Level	Knowledge	Skills	Communication	Autonomy and responsibility
1	2	3	4	5
5	The ability to solve specific problems typical of a particular industry or professional activities in the learning process which involves applying the rules and methods of the relevant science and is characterized by uncertainty of conditions			
	Wide specialised. Factual and theoretical knowledge acquired in the process of learning and/or professional activities, understanding (awareness) of knowledge	Solving a wide range of typical specialized problems involving the identification and use of information for decision making	Cooperation with a wide range of people (colleagues, supervisors, clients) for professional or educational activities	Exercising limited management functions and making decisions in a familiar environment with elements of unpredictability

Table 2 (continuation)

1	2	3	4	5
		Planning, including resource allocation, analysis, monitoring and evaluation of their own work and work of others		Improvement of results of academic and/or professional activities and results of the activities of others. The ability to get further education with some level of autonomy
6	The ability to solve complex specific problems and practical problems in a particular industry or professional activities in the learning process, which involves the application of certain theories and methods of the relevant science and is characterized by the complexity and uncertainty of conditions			
	Conceptual knowledge acquired in the training process and professional activities, including some knowledge of modern achievements	Solving complex unpredictable problems in specialized fields of professional activities and/or teaching that involves the collection and interpretation of information (data), selection of methods and tools, innovative approaches	Sharing with specialists and non-specialists the information, ideas, problems, solutions and their own experience in the field of professional activities	Management of integrated actions or projects, responsibility for decision making under unpredictable conditions
	Critical understanding of the main theories, principles, methods and concepts in studies and professional activities		The ability to shape communication strategy	Responsibility for the professional development of individuals and/or groups of individuals, the ability to further learn with high level of autonomy

Table 2 (continuation)

1	2	3	4	5
7	The ability to solve complex problems in a specific field of professional activity or in the process of learning that involves the research and/or implementation of innovation and is characterized by uncertainty of conditions and requirements			
	Specialized conceptual knowledge acquired in the process of learning and/or professional activities at the level of the latest achievements which are the basis for original thinking and innovation, particularly in the context of the research work	Finding solutions to complex problems and tasks that require upgrading and integration of knowledge, often under conditions of incomplete/insufficient information and conflicting requirements	A clear and unambiguous report of findings, as well as knowledge and explanations that justify them, to specialists and non-specialists, in particular to persons who study	Decision making in complex and unpredictable environment that requires new approaches and forecasting
	Critical comprehension of problems in learning and/or professional activities and at the intersection of subject areas	Implementation of research and/or innovation activities	Use of foreign languages in professional activities	Responsibility for the development of professional knowledge and practices, evaluation of the strategic development team. The ability to continue education, which is largely autonomous and independent
8	The ability to solve complex problems in the field of professional and/or research and innovation activities, which involves a deep rethink of existing and creation of new coherent knowledge and/or professional practice			
	The most advanced conceptual and methodological knowledge in the field of research and/or professional activities and at the intersection of subject areas	Critical analysis, evaluation and synthesis of new and complex ideas	Communication in the dialog with wide scientific community and the public in a specific area of scientific and/or professional activities	Initiation of the innovation of complex projects, leadership and full autonomy in the implementation of projects

Table 2 (the end)

1	2	3	4	5
		Development and implementation of projects, including their own studies, which provide an opportunity to rethink the existing and create new coherent knowledge and/or professional practice and find solutions to important social, scientific, cultural, ethical and other problems		Social responsibility for the results of strategic decisions. The ability to develop and improve oneself throughout life, the responsibility for training others

Approbation of the results of the Master thesis. If there is a publication of the results of the Master's thesis, the information about conferences, seminars, round tables and other scientific-practical events, where the results of the Master's work were presented, there should be a reference to the publication of the main results of the study.

It should be noted that a draft publication or a copy of publication is to be provided in Appendix B (an example is given in Appendix K). If the appendix provides a photocopy of the publication, it consists of a cover page, a photocopy or a screenshot source with the source data, page content, where the publication is referred to in the text of the publication. In addition, it should be noted that the obtained scientific and practical results are presented in compliance with the ethics of scientific research (an example is given in Appendix L).

The structure of the Master's work. At the end of the introduction there should be a list and sequence of the structural elements of the work and a brief review of the contents of each of them. The total number of pages of the main text of the Master's thesis, the number of figures, the number of tables, the number of appendices and pages in which they are contained, the number of sources used should be indicated.

6. The main part of the Master's thesis consists of the theoretical, analytical and project sections, which should include units and can have separate paragraphs. At the end of each section, conclusions should be formulated with a brief summary given in the results section.

The theoretical section based on a review of various literary sources relevant to the topic of the Master's thesis includes the essence of the issue, a critical analysis of the viewpoints of scholars and provides the author's opinion on the problem which is investigated. On the basis of the systematization of the legislative and normative-legal base, regulation of this issue in Ukraine is generalized. Foreign experience concerning this issue and the possibility of applying it to modern conditions of Ukraine is described.

The analytical section should include a brief characteristic of the object researched, a detailed analysis, including the analysis on the basis of actual indicators of the object of the research in dynamics. The comparative dynamic analysis is based on the data for the last 3 – 5 years. The data should be provided in a table form and illustrated graphically. In the process of analysis it is advisable, in addition to statistical methods, to use economic and mathematical methods and systems analysis, strategic analysis, and so on.

The analysis should focus on identifying gaps in the research object, the disclosure of reserves that can be used in the design part to develop interventions for improving the activity of the subject of inquiry, i.e. the findings of analytical section should be the basis for the search areas and the development of specific measures to improve the effectiveness of the subject of research.

The design section of the Master's thesis should contain a conceptual statement relative to the achievement of the purpose of the Master's thesis; the evidence-based proposals and recommendations developed on the basis of the conducted analysis and the formulated concepts. Recommendations should aim to increase the efficiency of the public body activity or its sphere of influence.

7. Conclusions. They include the most important results obtained in the Master's thesis. Brief conclusions should be drawn at the end of each section, highlighting the key aspects of the proposed regulations: the scientific-theoretical principles of the issues solved in the work; the main results of the analysis of organizations' or public institutions' performance or the respective spheres of their influence; reasoned proposals to improve the activities of public institutions in general, or specific departments or spheres of their influence.

General conclusions of the paper should contain information and justification of scientific novelty and practical significance of the results. In proportion and content they should meet the objectives of the research formulated at the beginning of the introduction.

In conclusions, it is necessary to pay attention to the qualitative and quantitative indices of the obtained results, to substantiate the reliability of the results, to lay out the recommendations for their use.

The style of presentation of conclusions should be clear, concise, focused on the practical use in the activities of authorities and public services.

8. The list of references should be numerated. The sources should be placed in alphabetical order, taking into account the fact that the Constitution, laws, executive orders and other regulations, should be provided first, followed by other sources with the surnames of the main authors or titles. The bibliographic information on the sources used is determined by the type of source, namely: literature in languages other than Ukrainian and Russian, as well as those that use the Cyrillic alphabet, should be available after the sources that are listed in Cyrillic. Electronic sources are provided in the same order, namely: first, the Cyrillic, the Latin and the like. A sample list of references is given in Appendix H.

9. Appendices, the first four of which are required:

the logical scheme of the Master's thesis (Appendix A; an example is given in the Appendix I of these guidelines);

the certificate of the implementation of the thesis' results (Appendix B; an example is given in Appendix J of these guidelines);

a xerocopy (a draft text) of publications on the topic of the Master's thesis (Appendix C; an example is given in Appendix K of these guidelines);

a statement of professional ethics when writing the Master's thesis (Appendix D; an example is given in Appendix L of these guidelines).

In addition to the basic application, if necessary, it is advisable to include supporting material necessary to complete the thesis presentation:

the original documents of the activities of public authorities;

the substantive analytical tables larger than one page, additional to the main text of the Master's thesis material;

forms of financial statements;

tables of additional figures;

calculations of economic indicators of public institutions' activities;

instructions, methods, description of algorithms and programs for solving problems if they were developed in the process of implementation of the Master's thesis;
supporting illustrations.

3. Requirements for the Master's thesis design

3.1. General requirements

The volume of the main text of the Master's thesis should be 80 – 90 pages of typewritten text. One must adhere to such distribution of the text volume:

Introduction: 3 – 5 pages;

sections: the first (theoretical) section: 20 – 30 pages; the findings section: 1 page; the second (analytical) section: 25 – 30 pages; the findings section: 1 page; the third (project) section: 25 – 30 pages; the findings section: 1 page; conclusions: 3 – 5 pages.

The total volume of the body of the work does not include: the title page, the tasks of the Master's thesis, the contents, the list of symbols, the list of references, appendices, tables and figures that completely occupy the space of the page. The volume of any unit of the Master's thesis should not be less than 7 pages.

The text of the Master's thesis is printed on a computer on one side of A4 (210 x 297 mm) white paper sheet with interlinear space 1.3. The printing height is Times New Roman 14.

The text of the Master's thesis should be printed leaving the following edges: left – not less than 30 mm; right – not less than 10 mm; upper – 20 mm; bottom – not less than 25 mm.

The print type should be clear, the type should be black and medium. The density of the text of the Master's thesis should be the same. Underlining, bold type, italics and the bulleted list modes are not used.

The typographic errors, slips of the pen and graphical errors which were made in the process of writing the thesis can be corrected by erasementure or white paint and printing the corrected text in the same place (a fragment of a figure).

The headings of the sections of the Master's thesis: "CONTENT", "INTRODUCTION", "LIST OF SYMBOLS", "CHAPTER 1" (and the section title on a new line), "CHAPTER 2" (and the section title on a new line), "CHAPTER 3" (and the section title on a new line), "CONCLUSIONS", "REFERENCES", "APPENDICES" are printed in capital letters with alignment on the central line.

The distance between the title and the text, and between the title of the section and the subsection should be 2 space lines.

Each section starts on a new page. The titles are printed in small letters (except the first one) with an indented paragraph. The full stop is not set at the end of the header. If the title consists of two or more sentences, they are separated by a full stop.

Within a section, a new subsection starts on the page where the previous subsection ended. The name of the subsection cannot be placed at the end of one page and the text cannot start on the next page.

The pages should be completely filled with the text. The exceptions are: the last page of the introduction, chapters, conclusions, references, which should not be less than 2/3 of the page. If the free space directly at the bottom of the page is not enough to place a figure or a table presented in the text, reference to them is made and the text continues on the same page. The figure or table appears at the beginning of the next page and should be placed after the paragraph.

A section or subsection cannot end with a figure or a table. There must be explanations or other generalized information after them.

3.2. Numeration

The numbering of pages, sections, subsections, paragraphs, subparagraphs, figures, tables, formulae are written in Arabic numerals without the sign No.

The first page of the Master's thesis is the title page that is included in the total page number of the Master's thesis. On the title page, references, and contents, the page number is not indicated. On the following pages, the number is indicated in the upper right corner of the page without a full stop.

The section number is put down after the word "SECTION". After the number the full stop is not put down. A new line is started with capital letters.

Subsections are numbered within each section. The number of a subsection consists of the partition number of the section and the sequence number of the subsection, with a full stop between them. At the end of the subsection there should be a full stop, e.g. "2.3." (third subsection of the second section). Then, in the same line there is the heading of the subsection. Paragraphs are numbered within each subsection. The item number consists of the sequence number of a section, a subsection, a paragraph, with a full stop between them. At the end there should be a full stop, e.g. "1.3.2." (the second paragraph of the third subsection of the first section). Then, in the same line there is the title of the item. The item may not have a header. Division of work into items (if necessary) is carried out in the text, but they are not listed in the CONTENTS.

3.3. Illustrations

The degree work should be illustrated by the logical scheme provided in Appendix A, an example of which is given in Appendix I. Illustrations (figures, photographs, drawings, charts, diagrams, graphs, maps) and tables must be placed in the Master's thesis immediately after the text where they are mentioned for the first time, or on the next page. Illustrations and tables located on a separate page of the thesis should be included in the numbering of pages. A table or figure, the size of which is larger than A4, is considered as a single page and placed in the appropriate place after being mentioned in the text or in the appendices. The figure should be placed on one sheet of paper. The illustrations are indicated by the word "Fig." and numbered sequentially within the section. The illustration number should consist of a section number and a serial number of the illustration with a full stop between them. The drawings of the appendices are numbered within each individual appendix and consist of the letters indicating the appendix and a serial number. The title of a drawing is placed directly after the figure with an indentation, and alignment by width. For example, the designation "Fig. 3.1" means the first figure of the third section. It is followed by a full stop and the title of the figure. The illustration number, the title, and explanatory captions are placed successively under the illustration (Fig. 3.1). If the figure includes a diagram, each axis of the graph should have a title or indicate the dimension.

Example

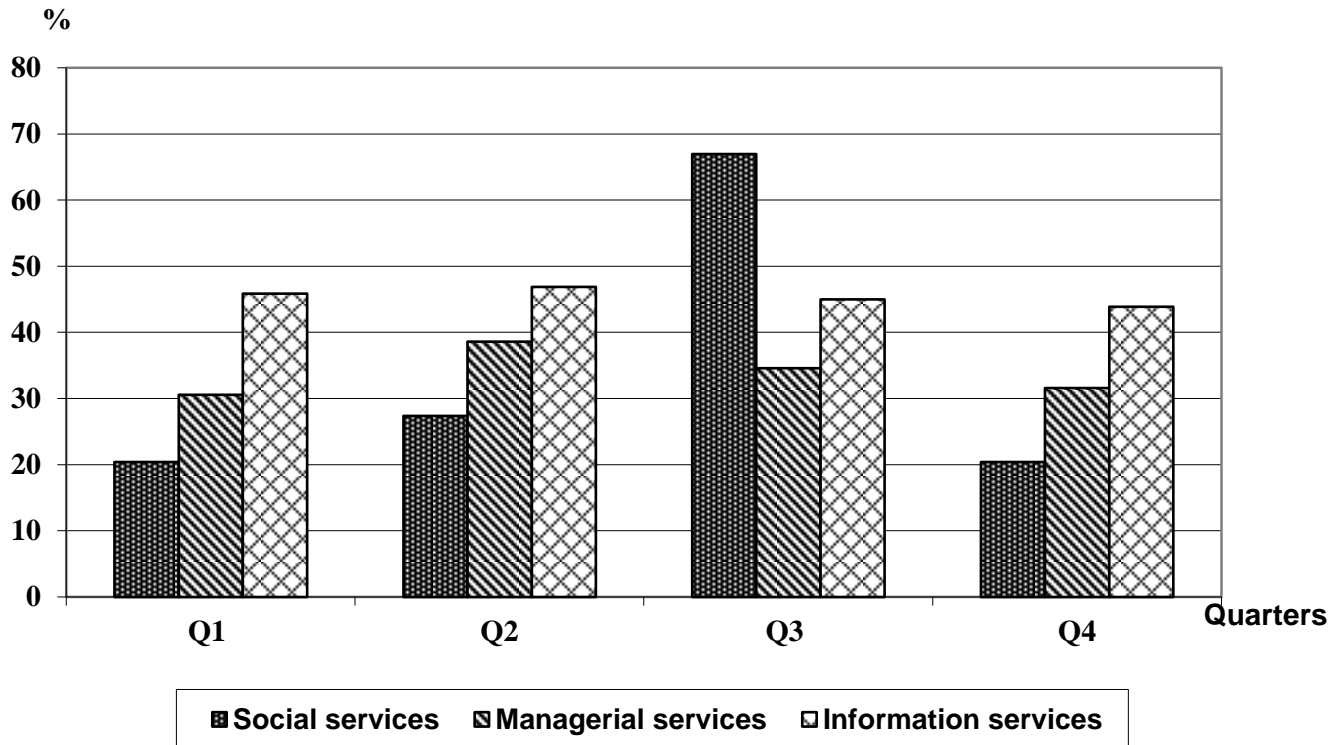


Fig. 3.1. Dynamics of varies types of services provided by the executive power in 2011

If the Master's thesis includes one illustration, it is numbered according to the general rules. The quality of the illustrations should provide their clear reproduction (electrografic copying, printer). Illustrations should be done using office programs or graphical editors in black and white.

Different types of schemes and diagrams which are used depending on the nature of the illustrations and tasks can be used. Thus, the comparison of the indicators and their dynamics in time should be shown with bar charts (Fig. 3.1). To represent the structure of indices (constituent elements) it is advisable to use a pie chart (Fig. 3.2).

Digital material, as a rule, must be given in the form of tables. For tables, font 12 pts in Times New Roman is used with a single line spacing.

The table is placed after the first mentioning in the text so that it can be read without turning the twisted unit of the Master's thesis or turning in a clockwise direction.

Each table should have a title that is placed above the table and printed symmetrically to the text.

Example

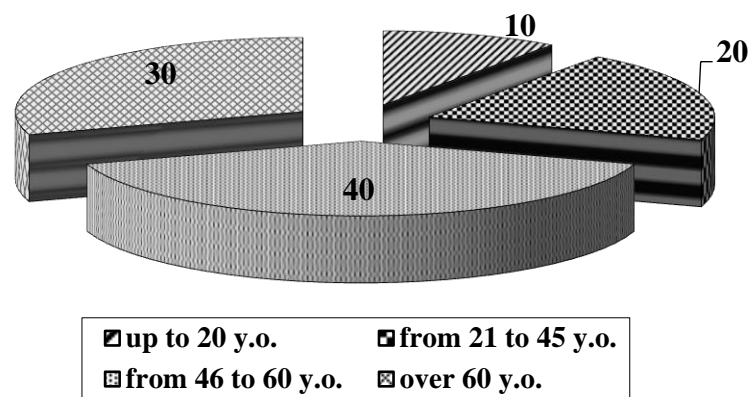


Fig. 3.2. **Distribution of employees by age, %**

The title is printed in small letters (except the first capital) without underlining and using the clarendon. When placing the table, it is separated from the text above and below with a space line.

The dynamics of changes of the structural indicators should be displayed using a radar chart.

3.4. Tables

Tables are numerated sequentially within the section. The table number should consist of the section number and the number of the table between which there is a full stop, for example: Table 3.1 is the first table of the third section. Tables in appendices are numbered within each specific appendix and must consist of the letters indicating the appendix and the number, for example: Table E.1 means the first table of Appendix E.

In the upper right corner above the corresponding table title there is the word "Table" with the indication of its number. The word "Table" and its number are italicized. The font size in the tables of the main text is 12. A table with a large number of rows can be carried over to the next page. When the table is carried over to the next page, the word "Table" and its number are written once on the right above the first part of the table. Over other parts, the words "Table (continuation)" are written and the table number is indicated, for example: "Table 3.1 (continuation)". If the table ends, the words "the end" are written in brackets. For example: "Table 3.1 (the end)".

Example

Table 3.1

Average monthly salary in Ukraine and Kharkiv region in 2014 – 2016

Year	Average monthly wages, UAH			Assessment of the dynamics of wages			
				deviation compared with the last year (±), UAH		deviation compared with the last year (±), %	
	2014	2015	2016	2015	2016	2015	2016
In Ukraine	1 041	1 351	1 806	+310	+455	+29,78	+33,68
In the Kharkiv region	974	1 251	1 679	+277	+428	+28,44	+34,21

When placing a table on multiple pages, the names of the columns of the table are not repeated on each page, instead, their number is indicated which should be also placed under the title of the table.

If the digital or other data are not given in any row of the table, a dash is put down.

3.5. Formulae

Formulae in the Master's degree work (if they are more than one) are numbered within a section. The formula number consists of a section number and a row number in the formula section, between which there is a full stop. For example: (3.1) is the first formula of the third section.

The formula number is written near the right margin, at the level of the corresponding formula in parentheses. After the formula, there are explanations of the variables used therein. For example:

$$\beta = \frac{\alpha_i}{\alpha} \cdot 100, \quad (3.1)$$

where β is the fraction of the volume of processed data of i-type species in the total amount of information (in percent);

α_i is the volume of i-type information;

α is the total amount of information.

The explanations of symbols, the meanings and numerical coefficients should be directly under the formula in the order in which they appear in the formula. The value of each character and the numerical coefficient should be given in a new line. The first line of the explanation begins with the word "where" without a colon.

The equations and formulae should be separated from the text with space lines. Above and below each formula, and after the last explanation of the symbols used, there should be one space line. If the equation does not fit in one line, it should be carried over to the next line after the equality sign (=) or after the signs plus (+), minus (-), multiplication (x) and division (:).

3.6. References

When writing a Master's thesis a student must make reference to the sources, which are given in the Master's thesis. The reference to the latest edition should be provided. Earlier editions can be invoked only in those cases if they are placed in the material which is not included in the latest edition.

The reference should accurately indicate the number of pages containing the text, illustration, table, or formulae from the source, referenced in the Master's thesis.

References to the sources in the text of the Master's thesis should indicate the serial number in the reference list, enclosed in square brackets, for example: "... in the works [1 – 7]; ... such views are shared by other authors [2; 8]; ... there are the definitions of this concept [5, p. 12]; ... determines the principles of public administration [4; 9 –11]".

References to illustrations of the Master's thesis indicate the serial number of illustrations, for example: Fig. 1.2.

References to formulae in the Master's thesis indicate the serial number of the formula in parentheses, e.g. "... in the formula (2.1)".

All tables and figures in the Master's work must be referred to in the text, e.g. "... in Table 1.2".

3.7. Notes

If it is necessary to explain the content of the text, the tables or illustrations, the Master's thesis can include notes. Notes are located after the text, the table, or illustration to which they refer. If there is one note, it has no number, but an asterisk in the superscript mode is used instead. An example is given in Table 3.2.

Table 3.2

The list of departments of the territorial centers and the amount of servicing of the relevant categories of population in 2014 – 2016

The list of departments of the territorial centers	The number of branches of territorial centers, units				The number of population, thousand of people			
	2015	2016	±	%	2015	2016	±	%
The Department of Social Help at Home	53	54	1	1.89	37.3	39.6	2.3	6.17
...
The Branch of the organization of cash and natural assistance provision*	42	42	0	0.00	54.7	48.2	-6.5	-11.88

*Note. The total funds approved by local councils for financing the territorial centers amounted to 71.2 million UAH or 70 % of the total demand.

The word "note" is written with a capital letter, indented, not being underlined. After the word "note" there is a full stop. The text note is given with a capital letter in the same line. The recommended font size is 12.

If there are several notes on a single sheet, they are numbered in succession with Arabic numbers with a full stop. The word "note" is followed by a colon and the text of the note is given in a new indented line, after the number of the note with a capital letter.

3.8. Lists

The lists can be given within the sections. Arabic numerals enclosed in brackets should be used with the lists. Each subsequent element in the list has to be given in a new line. Each item should be followed by a semicolon or a colon if further details are provided. When detailing the list in each position, a lowercase letter with a bracket or indenting should be used.

After the last item in the list a full stop is put down. The lists are numbered with indenting.

Example

A declaration of a will (art. 42 of the Civil Code of Ukraine) can be expressed in various forms:

- 1) orally (in words);
- 2) in writing (signing a contract);
- 3) admitted by conduct (behavior):
 - a) by performing specific actions;
 - b) by inaction;
- 4) by silence (in cases provided by the law).

3.9. Appendices

Appendices are a continuation of the Master's thesis, placed in the order of appearance of references in the text of the Master's thesis. Continuous page numbering is used in the Master's thesis. In the middle of the first page the word "Appendices" with central alignment is placed.

Each appendix should begin on a new page. In the middle of the line, in lowercase letters with the first capital letter the word "Appendix" and a large letter that it represents are printed. Appendices should be marked consistently with capital letters of the English alphabet.

The next line consists of the appendix name typed in lowercase letters with the first capital letter with central alignment.

If the appendix contains several pages, each subsequent page in the upper right corner is accompanied by the words "Appendix (continuation)" and a literal symbol. For example: "Appendix E (continuation)". The last page of the corresponding appendix has the inscription "Appendix (the end)". For example: "Appendix E (the end)". Illustrations, tables and formulae are placed

in appendices and are numbered within each appendix, for example: Fig. D.2 means the second figure of Appendix D; Table A.1 means the first table of Appendix A.

If the appendix includes a document that has its own value and is processed according to the requirements for documents of this type, its copy is placed in the work without changes in the original. Before the copy, a sheet on which, in the middle, there is the word "Appendix ..." and the name of the document that appears on the next line is placed. In the upper right corner the serial page number is put down. The document pages are numbered, continuing through numeration.

3.10. A list of references

A list of references should be placed with their continuous numeration, in alphabetical order of the surnames of first authors or the titles. The following are the online sources. Details about the sources included in the list, should be presented in accordance with the requirements of the standards of librarianship and publishing. The list of references should contain not less than 80 titles.

4. Requirements for presenting the artwork illustrative material

For the presentation of the main results of the Master's thesis illustrations are used. Tables and figures, lists, etc., are contained in the main body of the work.

The illustrative part is not a part of the main text of the Master's thesis. The illustrative material is performed as handouts which are given to the members of the SEC in a folder, in the amount of 5 copies. A sample cover page of illustrative material is given in Appendix E. The second page of illustrative material is the logic chart of the Master's thesis. The recommended volume of illustrative material is at least 8 A4 pages, prepared according to the requirements of the main text of the work. One page can include several figures or tables.

The elements of illustrative material are placed in the order of their mentioning in the report during the presentation. The numbering of the

elements of illustrative material is continuous, for example: Fig. 1, Table 1, Fig. 2, Table 2, Table 3., etc. Numbering of illustrative material is in the upper right corner, the title page is the first page, but the page number on the title page is not indicated.

5. Preparation of the Master's theses by students

Work on the preparation and writing of Master's theses is carried out by students independently, in accordance with the timetable approved by the graduate Department and agreed with the supervisor.

The work must be in English.

As defined by the Department, a student is obliged to report on the work done in a timely manner, attend consultations in accordance with the schedule of the supervisor and submit the written sections to the supervisor.

The completed Master's thesis and a copy of illustrations signed by the student are presented for revision to the supervisor. The supervisor shall certify by his signature the title pages of the thesis and the illustrative material, and provide a review about the quality of the work with a proposal for its assessment. Then, the Master's thesis in electronic version is provided to the Department for verification by the "Anti plagiarism" system not later than three weeks prior to the scheduled date of presentation. For this purpose two files must be submitted on a CD-ROM.

The file names consist of the student's name, initials and the year of presentation. The files are provided in Word 97-2003 (*.doc) format. For example:

Petrenko M.O.2011.doc.

Petrenko M.O.plagiarism_2011.doc.

Word 2007, Word 2010 formats are not allowed.

The first file contains the full text of the work. The second one is that from which the text figures, tables, and appendices are removed.

No later than two weeks prior to the presentation, the student must submit his work to the Department to check the Master's thesis for compliance with the regulatory requirements. The student submits the following documents:

a printed and electronic versions of the Master's thesis;

the results of the verification by the "Anti plagiarism" automated system;

the illustrative material (one sample);
the external review;
the certificate of application of the scientific and practical research results;
a copy of the publication if the results of the Master's thesis have been published, or a publication project.
the review of the supervisor.

In the case of non-compliance with the regulatory rules, the work is returned to the student to be corrected and presented later. When agreed with the regulatory rules controller, the date, signature and his name and initials are to be indicated on the back side of the title page. Then the work is submitted for approval to the Head of the Department.

On the basis of the duly executed Master's thesis, the results of the verification by the system "Anti-plagiarism", the positive opinion of the supervisor and external reviews, the information about the practical use of the results of the Master's thesis, the mark for compliance with the regulatory rules, the Head of the Department certifies by his signature the appropriateness of admittance of the work to the presentation. The work should be intertwined. The external review and validation results of the automated system "Anti-plagiarism" are submitted with the work.

In the case of plagiarism, negative conclusions of the scientific supervisor, the Head of the Department or the regulatory rules controller as for the admission of the student to the presentation of the Master's thesis, the question is considered at the Department meeting with the participation of the supervisor. The minutes of the meeting of the Department are submitted for approval to the Rector of the University.

Before the presentation, the student is required to read the feedback and review, to analyze and prepare responses to the comments. The presentation is not permitted for students who have not fulfilled the curriculum, and by the time of submission of the Master's thesis have not made up their missed assignments.

Students who have not presented their Master's theses are not eligible to receive a Master's degree in the speciality "Public Management and Administration". In the case of failure to present the work on time for a valid reason (illness, production needs, etc.), students are permitted to defend their work at some other time within the term of validity of the SEC.

6. External review of the Master's thesis

After the work has been reviewed by the supervisor, the student must pass it on for an external review to the public authorities or local self-government of the same profile as to the institution whose activities are considered in the work. In the case of specificity of the base organization, making it impossible to get a review in the same institution due to confidentiality of the information which was discussed in the work, it is allowed to be reviewed in the institution whose activities are covered in the work.

The reviewers must be heads of organizations (institutions), their deputies, heads of relevant departments, leading experts of departments that perform functions considered in the work. A reviewer's Doctoral degree is desirable. Reviewing the work by persons who are not experts in the chosen area of work is not allowed.

The review must contain positive aspects and disadvantages of the thesis, a conclusion and a recommendation regarding the presentation of the Master's thesis and awarding the educational qualification degree "Master" in speciality "Public Administration" of the chosen specialization. The review should be printed on the letterhead of the organization (institution), or have a print of its stamp and contain details of the governing organization (institution), and must be signed by the reviewer with the indication of his position, scientific degree (if any), surname, name and patronymic. The recommended structure of the review is shown in Appendix D.

7. A certificate of application of scientific and practical research results

The practical significance of the results of the Master thesis is confirmed by the certificate of the practical use of the results of the Master's thesis. The certificate specifies the possibility and feasibility of the use of the main results of the work in the practice of authorities to improve the efficiency of their activities. The document is printed on the letterhead of the organization (institution), otherwise it must have a print of its stamp and contain details of the organization (institution) and must be signed by the supervisor indicating his or her position, scientific degree (if any), surname, name and patronymic (an example is given in Appendix J).

8. The procedure for the Master's theses presentation

Master's theses presentation is held at a public meeting of the State Examination Commission (SEC), appointed according to each specialization.

Members of the SEC are approved by the Rector of the University not later than 30 days before the presentation of the Master's thesis. The SEC involves research and educational staff who are specialists in public management and administration, public servants and local self-government representatives.

The date of each work's presentation is determined by the schedule of meetings of the SEC that should be approved not later than a month prior to the presentation by the Rector on the proposal of the graduate department and shall be communicated to the Chairman and members of the SEC, scientific supervisors and students. The lists of students admitted to the Master's thesis presentation are submitted to the SEC no later than a week before it. At the same time the members of the SEC are familiarized with the theses of students. Before the presentation of Master's theses to the SEC the following documents are submitted: a summary statement on the implementation of the educational plan and the marks received; a review of the scientific supervisor of the Master's thesis; an external review for the Master's thesis; the validation results of the "Antiplagiarism" automated system.

The procedure for the Master's thesis presentation includes:

a brief report of the author (determined by the relevance of the studied problem, the purpose, content, scientific and practical value, and the main results of the Master's thesis). The recommended duration of the student's report is 10 – 15 minutes;

the answers to the questions of the members of the SEC;

responses to the comments of the supervisor and reviewers;

summing up of the Master's work presentation (assessment of the Master's thesis of each student).

On the basis of external reviews, the review of the supervisor and the results of the thesis presentation, the SEC makes a decision on awarding the educational degree "Master of Public Administration" to each student.

The decision of the SEC on the evaluation of the knowledge revealed in the preparation and presentation of the Master's thesis and awarding of the educational degree "Master of Public Administration" of the chosen specialization

and giving him a state diploma is made by the SEC at a closed meeting by an open vote by a simple majority of votes of the members of the SEC participating in the meeting. When votes of each side are equal, the casting vote is given by the Chairperson of the SEC.

The results of the Master's theses presentation are announced after the execution of the protocols of the State Examination Commission.

9. The themes of the Master's theses

1. Adaptation of the European experience of personnel policies development to central (local) authorities.

2. Adaptation of proper governance system principles to national specifics.

3. Adaptation of the quality management system in central and local executive bodies to public needs.

4. Adaptation of Ukraine to European standards of regional governance as a perspective of social development.

5. Administrative management in public authorities.

6. Administrative regulations of public authority: decomposition in administrative and managerial services.

7. Actual problems of the theory and practice of regional development in Ukraine under conditions of administrative reform.

8. Architecture of e-governance.

9. Relationship of territorial bodies of central executive authorities and local state administrations: problems and solutions.

10. Relations between central executive authorities and local state administrations: problems and solutions.

11. The impact of global integration on public administration in Ukraine.

12. The impact of globalization on public administration in Ukraine.

13. Provision of management services in public authorities.

14. Public authorities in democratic societies.

15. The improvement of record-keeping as the basis of public institutions' and organizations' activities.

16. Improving the process of provision of administrative services in public authorities on the basis of public management concept.

17. From post-industrial to information society: development trends.

18. The influence of public authorities on the effectiveness, efficiency and productivity of public administration.
19. The impact of management technologies on staff development strategy in public authorities of Ukraine.
20. The introduction of the public authorities of the quality management system according to international ISO standards.
21. The introduction of e-governance technology in public authorities.
22. The introduction of electronic governance in Ukraine: theoretical and methodological foundations and practical experience.
23. The geopolitical priorities of Ukraine and its regions.
24. International integration processes and Ukraine.
25. Globalization and Europeanization in contemporary international relations.
26. Civil society as a factor of building a democratic political system.
27. Debureaucratization as a mechanism for updating public institutions and organizations.
28. Democracy and decentralization of power: legal and institutional mechanism of authorities approaching the citizens.
29. The state target program as a means of implementing public policy.
30. Economic and organizational-legal mechanisms to support the development of entrepreneurship in a region, a city.
31. European integration as a strategic resource of development in Ukraine.
32. European integration in the context of the globalization phenomena and processes.
33. The European choice of Ukraine: state, problems, prospects.
34. The European model of quality management as a tool for organisational development of public authorities in Ukraine.
35. Foreign experience of introduction of state-public management in public institutions and organizations.
36. Foreign experience of introduction of strategic planning in public institutions and organizations.
37. Foreign experience of formation and development of organizational structure at public institutions and organizations.
38. Foreign and domestic experience of introduction of strategic planning in public administration.

39. Foreign and Ukrainian experience of introduction of e-governance.
40. The use of the concept of economic management in public institution administration.
41. The application of democratic governance principles to the decision-making process in the system of public administration.
42. Innovation management in a public institution.
43. The institute of responsibility in public management: current challenges and practice.
44. Institutional development and modernization of public administration.
45. Information and analytical activity as a means of improving the quality of public management decisions.
46. Information and analytical support and automation of public institutions' and organizations' services.
47. Information management in public administration.
48. Communication mechanisms of making administrative decisions in public authorities.
49. Constitutional reform: international experience and Ukrainian specifics.
50. Control of managerial activities of public administration.
51. Leadership and management at the time of change: the European experience for Ukraine.
52. The Magdeburg right in Ukrainian cities: democratic practice and contemporary manifestations.
53. Managerial techniques providing the performance, efficiency and quality of public administration.
54. The mechanism of strategic development planning: in the case of an industry, a demesne, a region, an institution.
55. Mechanisms of interaction of state power bodies and local self-government.
56. Mechanisms of realization of state regional policy.
57. Mechanisms of ensuring state authorities and local self-government transparency and openness in the context of e-governance implementation.
58. International integration processes and Ukraine.
59. Models of evaluation of management activities in public authorities.
60. Models and mechanisms of marketing implementation in public authorities' activities.
61. Modernization of public authorities.

62. Modernization of functions and organisational structures of public authorities.
63. Moral components of leadership in public administration.
64. Provision of qualitative administrative and social services as an integral part of public authorities' positive image.
65. Ways for improvement of the personnel management model in public authorities.
66. Legal regulation of public authority activities.
67. Optimization of interaction between public authorities and public associations at the regional level.
68. The public authority body in the system of state authorities' relations in a democracy.
69. The organizational and legal mechanism of provision of administrative services in public authorities.
70. Organization of effective work of personnel management in public authorities.
71. Organization and realization of analytical work in government.
72. Organization of information-and-analytical support of public authorities (the choice of a student).
73. Organizational and legal mechanisms of integration of Ukraine into the European Union.
74. Organisational and personnel support of e-governance.
75. The main criteria for evaluating the personnel management service performance in public authorities.
76. The main methods of workforce planning in public authority.
77. The basic communication patterns and their contemporary manifestations in public authority.
78. Particular public policies as solutions to social problems.
79. Evaluation of managerial activities in public administration management.
80. Evaluation of effectiveness and quality of administrative management in public authorities.
81. Prospects of development and improvement of administrative and territorial structure of Ukraine.
82. Increase of efficiency of public authorities' interaction (taking into account the international experience).

83. Improving the efficiency of managerial decisions in the public administration system.
84. Managerial elite training in Ukraine: domestic and foreign experience.
85. Building a system of quality management in public authorities.
86. Building an information society in Ukraine: the state-and-administrative aspect.
87. Political and legal aspects of public administration.
88. Political power and managerial activities and decisions technology.
89. The political elite of Ukraine: problems of formation and development.
90. Political system of Ukraine: problems of reforming and effective functioning.
91. Political technologies under conditions of democratization of social relations in Ukraine.
92. Problems and prospects of Ukraine's development under the conditions of postindustrial society.
93. Problems and prospects of information society development in Ukraine and in the world.
94. Professional public service: European experience as a model for Ukraine.
95. Psychological profile of a successful leader in public authorities.
96. Public service: the origin, types and European practice.
97. Regional integration of Ukraine into the European Union: experience, problems and prospects.
98. Regional policy in Ukraine at the present time: the essence, problems, prospects.
99. Resource support of strategic personnel management in public authorities in Ukraine.
100. Reforms of basic institutions of society.
101. Reforming the system of public companies' management on the basis of modern administrative management concepts.
102. Development of public administration in the context of globalization.
103. Development of methods for evaluation of the effectiveness of public servants' professional activity.
104. Development of methods for evaluation of efficient functioning of public authority bodies.
105. Development of methods for evaluating the performance of public servants.

106. Development of the system of evaluation of public authority bodies.
107. Development of techniques for functional assessment of public authorities.
108. Development of a model for attraction of young people to work in public service.
109. Self-management of a leader as a part of their successful activity in public authorities.
110. Globalization and its political consequences for the countries of transitional type (or for Ukraine).
111. Synthesis of democratic technologies and control of effectiveness, efficiency, and performance of public authorities.
112. Management system in public and private sectors: comparative analysis.
113. Social and communicative potential of the head of a public institution.
114. Establishment of an effective motivational model as a component of personnel policy in public administration.
115. Creation and implementation of modern personnel technologies in the personnel management system of public authorities.
116. The strategy of modernization of society: worldwide and in Ukraine.
117. Strategic personnel management in the public service system.
118. Strategic management in public authorities' activities.
119. Strategic personnel management in public institutions and organizations.
120. Modern mechanisms for the implementation of democratic governance in Ukraine.
121. The technology and organization of election campaigns: foreign and domestic experience.
122. The technology of expert estimates in managerial decision-making in public institutions and organizations.
123. The technology of power decision-making.
124. Transformation of government functions in public service: legal and organizational aspects.
125. Transformation and upgrading of control: a comparative feature.
126. Improving public administration through the development of a quality management system based on the international standard ISO 9001-2001.
127. Improving the staffing support of public service through the introduction of EDX "Personnel".

128. Improvement of forms and methods of professionalization of service in public authorities.
129. Improving the content and forms of public activity under the conditions of modernization in Ukraine.
130. Improving the mechanism of providing administrative services in public authorities.
131. Improving the work of the head of the personnel management department in public authorities.
132. Improving the administrative processes in public authorities.
133. Improving the system of administrative management in public authorities.
134. Improvement of the structure and elements of the system of local government.
135. Improvement of cooperation of public authorities with the institutions of civil society.
136. Improving the system of territorial organization of power in Ukraine.
137. Ukraine and Europe: the main vectors of cooperation.
138. Ukraine and the world: the main vectors of cooperation.
139. Personnel management in the public service system.
140. Personnel management in the public organization management system.
141. Management culture in public authority's activity.
142. Management consulting as a means for improvement of the effectiveness of decisions in public authorities.
143. Managerial basis of Ukraine's integration into the European Union.
144. Management priorities of the 21st century: the information aspect.
145. Formation of the personnel management strategy in public authorities.
146. Formation of professional culture and sustainable positive image of personnel of public authorities.
147. Formation of information society in Ukraine: problems and prospects.
148. Formation of civil society in Ukraine.
149. Formation of the administrative management system of public authorities.
150. Formation of managerial decisions in the public authorities' system.

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Appendices

Appendix A

A sample application for approval of the theme of the Master's thesis (version 1)

To the Head of Public Administration
and Regional Economy Department
of Simon Kuznets Kharkiv National
University of Economics
Prof. N. Gavkalova
of the master student of speciality
"Public Management and Administration",
specialization "Public Administration"

(surname, first name and patronymic)

Application

I am asking you to approve the theme of my Master's thesis
"Management in the Institutions of Local Government in Ukraine".

(the date)

(Student's signature)

**A sample application for approval of the theme
of the Master's thesis (version 2)**

To the Head of Public Administration
and Regional Economy Department
of Simon Kuznets Kharkiv National
University of Economics
Prof. N. Gavkalova
of the master student of speciality
"Public Management and Administration",
specialization "Public Administration"

(surname, first name and patronymic)

Application

I am asking you to approve the theme of my Master's thesis (the theme is taken from the list of themes for Master's theses, suggested by the Department or formulated independently).

I am also asking you to appoint (indicate the position, academic degree and academic title, surname, name and patronymic in full) as my supervisor.

(the date)

(Student's signature)

A sample of a Master's thesis title page

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

Faculty Faculty of Economy and Law
Department State Management, Public Administration and Regional
Economy Department
Educational degree Master
Speciality Public Administration

Approved by

Head of State Management, Public
Administration and Regional Economy
Department

_____ Prof. N. Gavkalova

September 3, 2016

THE THESIS OF STUDENT

Edema Oreofe Ibukunfolu

1. Theme: "Improvement of the Personnel Policy of Regional Public Authorities".

Supervisor: Gavkalova Nataliia, Doctor of Science in Economics, Professor, approved by the order of Rector dated September 1, 2016 No. 1107-C.

2. The date of presentation: February 15, 2017.

3. Original data: the CIDA-gender equality in Ukraine.

4. Contents and explanatory message (a list of issues to be developed):

Section 1: Broad definitions of gender.

Section 2: Gender equality across the world.

Section 3: Novelties and NGO roles in gender equalities across the world.

5. The list of graphic materials.

Artwork 1: The chart of logic of the Master's thesis.

Artwork 2: The essence and basic directions of personnel policy in public authorities.

Artwork 3: Analysis of preparation and in-plant training of company's employees.

Artwork 4: The type of professional competence of civil servants.

Artwork 5: The suggestion on raising employee motivation.

Artwork 6: The results of company's employee assessment.

6. Consultants of the thesis sections

Section	Consultant's last name, initials and position	Signature, date	
		the task given	the task accepted

7. The date of the task being given out: September 3, 2016

THE CALENDAR PLAN

No.	The name of the thesis stages	The date of the stage implementation	Notes
1.	Development of the thesis plan of learning literary sources on the theme	September 3 – 18, 2016	
2.	Writing the theoretical part of the thesis	September 19 – 16, 2016	
3.	Writing the analytical part of the thesis	October 17 – 13, 2016	
4.	Writing the project part of the thesis	November 14 – 27, 2016	
5.	Reviewing of the draft thesis and making alterations by the supervisor	November 28 – 11, 2016	
6.	Thesis quality control by the "Antiplagiarism" system	December 12 – 18, 2016	
7.	Preliminary presentation of the thesis	December 9 – 24, 2016	
8.	Correction of faults in the thesis registration	January 2017	
9.	Submission to the Head of State Examination Commission for admission to the thesis presentation	January 30 – 31, 2017	

Student

Edema O. I.

Supervisor

Gavkalova N. L.

The recommended structure of an external review of a Master's thesis

REVIEW

of a Master's thesis

of the student of Simon Kuznets Kharkiv National University of Economics, faculty of Economics and Law, speciality 8.15010008 "Public Administration" (surname, initials)

on the theme "Public Financial Control in Ukraine and Areas for Improvement" is made based on the materials of the State Financial Inspection in Kharkiv region (the name of the enterprise, institution).

1. The relevance of the work is connected with the fact that, in Ukraine, there is a branched (but lacking mobility and stability) system of state financial control, and such a system cannot provide a proper level of fiscal discipline in the state, which is a consequence of a number of problems that create the increasing trends in the number and volume of violations of the law in the budgetary fund use. The solutions to the problems of public administration necessitate further improvement of the state financial control system as an important condition of ensuring the sustainable economic growth of the country and strengthening of its statehood.

2. The theoretical significance of the work lies in the fact that the Master's thesis describes, at a high level, the theoretical bases of state financial control in Ukraine, analyzes the condition of state financial control based on the example of the State Financial Inspection in Kharkiv region and proposes the ways for its improvement.

3. The practical value of the conclusions and recommendations is determined by the fact that the main theoretical issues and conclusions of the study are brought to the level of specific proposals and have a form that is suitable for the use in practice of the State Financial Inspection in Kharkiv region. In particular, attention should be given to the proposed method of assessment of the efficiency of the state financial control divisions by means of calculation of economic indicators of the state financial control, as well as to the ways for improvement of the system of state financial control with the use of an innovative approach to the assessment of the performance of divisions of the State Financial Inspection in Kharkiv region.

4. The deficiencies of the content of the Master's thesis. It would be advisable to supply the analysis of foreign experience of state financial control.

5. Overall assessment of the thesis and the conclusion of the reviewer about the possibility of the admission of the work to the presentation to the SEC. In general, the Master's thesis meets the requirements for the Master theses, and its author Ivanova Inna Olegovna deserves awarding the educational qualification degree "Master" in speciality 8.15010008 "Public Administration".

The reviewer is the Chief of the State Financial Inspection in the Kharkiv region,

(position)

(signature)

" _____ " _____ 20

_____ S. A. Cosionov

(initials, surname)

A Sample title page of illustrations

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

The illustrations
to the Master's thesis on the topic:
"Improving the System of Administrative Management
in Statistics"

Supervisor: PhD, Associate Professor

P. P. Petrenko

2nd year student,
group 8.05.84.16.01, speciality 074
Public Management and Administration
specialization "Public Administration"

A. S. Storjenko

Kharkiv, 2017

A sample title page of the explanatory note to the Master's thesis

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

The explanatory note
to the Master's thesis on the topic
"Improving the System of Administrative Management
in Statistics"

Supervisor: PhD, Associate Professor

P. P. Petrenko

2nd year student,
group 8.05.84.16.01, speciality 074
"Public Management and Administration"
specialization "Public Administration"

A. S. Storjenko

Kharkiv, 2017

An example of the contents of a Master's thesis

THE CONTENTS

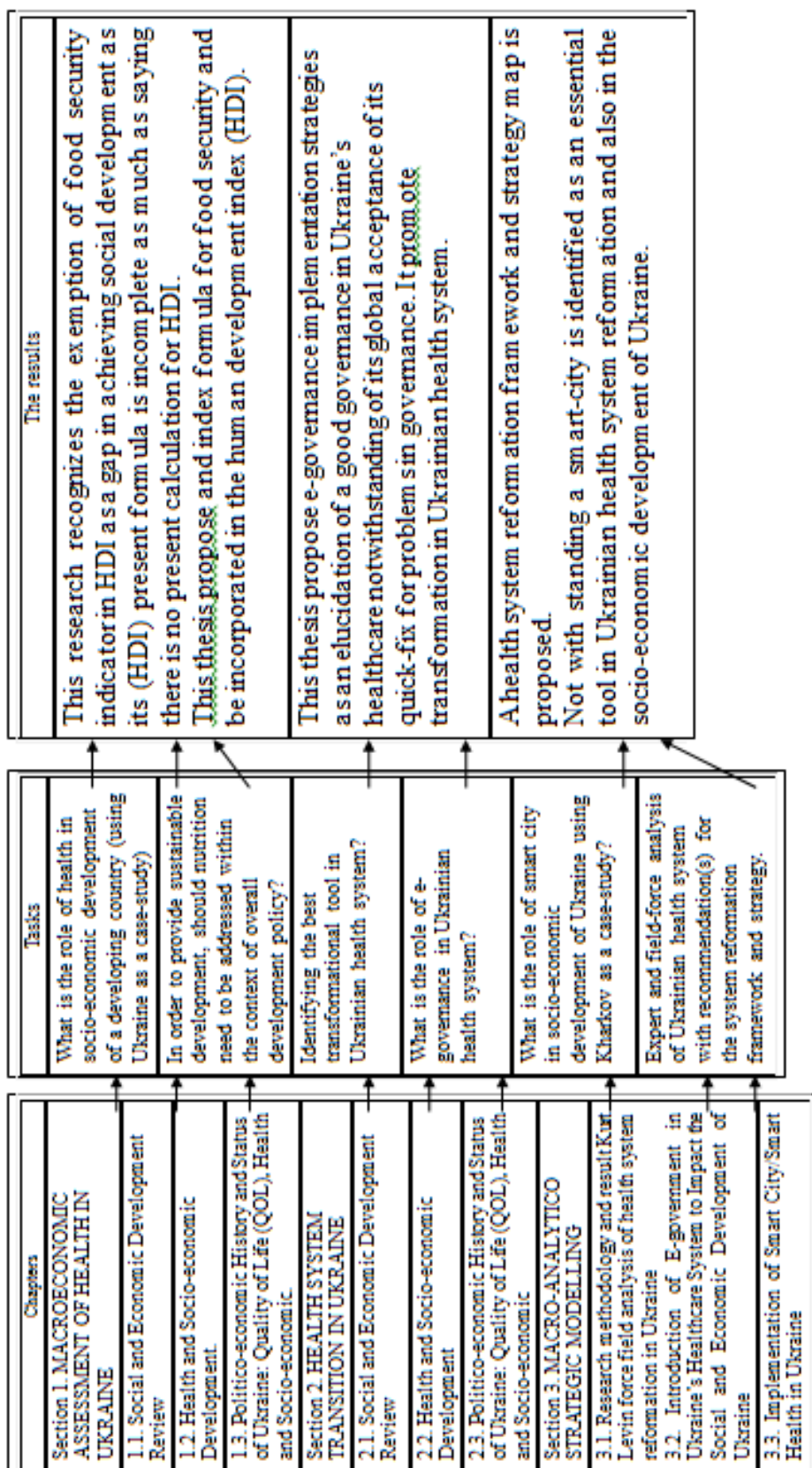
INTRODUCTION	4
SECTION 1. THEORETICAL ASPECTS OF THE ADMINISTRATIVE MANAGEMENT SYSTEM DEVELOPMENT IN STATE STATISTICS BODIES	9
1.1. The essence and main components of the administrative management system	9
1.2. Prerequisites for the development of the administrative management system in state statistics bodies	16
1.3. Regulatory support of the administrative management system in state statistics bodies	23
SECTION 2. ANALYSIS OF THE ADMINISTRATIVE MANAGEMENT SYSTEM IN STATE STATISTICS BODIES AT THE REGIONAL LEVEL	33
2.1. Characteristics of the bodies of state statistics at the state and regional levels	33
2.2. Structural and functional analysis of regional state statistics bodies based on the example of the Main Department of Statistics in Kharkiv region	41
2.3. Analysis of the services provided by statistical agencies at the regional level	51
SECTION 3. IMPROVING THE ADMINISTRATIVE MANAGEMENT SYSTEM IN STATE STATISTICS BODIES AT THE REGIONAL LEVEL	62
3.1. Methodological guidelines for the development of the administrative process of providing services by state statistics bodies	62
3.2. Improving the process of studying the needs of users of statistical information based on ISO 9001:2001	71 80
3.3. Minimizing the costs of statistical information dissemination	88
CONCLUSIONS	90
A LIST OF REFERENCES	90
Appendix	99

An example of references

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A sample of the Master's thesis formation logic



I.1. The chart of logic of master's thesis. Theme: «Justification of the economic mechanism of health insurance implementation in Ukraine»

**A sample of Certificate of Application of Scientific and Practical
Research Results**

MINISTRY OF LABOUR AND SOCIAL POLICY OF UKRAINE

STATE EMPLOYMENT CENTER

KHARKIV REGIONAL CENTER OF EMPLOYMENT

1 The Battleship "Potemkin" St., 61068, Kharkiv, tel/Fax 8(057)714-96-34

June 11, 2016 No. XO43-01

Certificate

On the application of scientific and practical research results on the topic: "The Main Directions of the Employment Service Activity and Ways for Improvement"

This is to certify that scientific and practical results of the research into the activities of the employment service, made by I. O. Ivanov are applied in the regional employment service, namely:

1. Methods of assessment of the employment service effectiveness.
2. The vocational guidance model for professions in demand on the labour market.
3. Recommendations as to the improvement of the ways of youth employment.

Scientific and practical developments have a value for improvement of the activities of basic employment centers of Ukraine providing services to the population.

The certificate is issued without financial obligation.

Director V. A. Dmitrov

A sample draft publication

A draft publication on the topic:
"The Development of Methods of Professional
Recruitment for the Public Service"

UDC 351.84

Ivanenko I. O.

Development of methods of professional selection
of personnel for public service

The existent system of methods for professional personnel selection in governmental service was analyzed, directions and specific measures of its development were identified and grounded.

The success of functioning of public authorities and improving the efficiency of their activities in the provision of management services is substantially due to the professional level of public servants. The personnel policies of each organization or institution should be based on the results of systematic analysis of internal and external conditions of activity; accurate mapping of the overall concept of their development, given the increasing demands for public servants. Important elements of personnel policy are the definition of basic requirements for employees, given the scope of their activities and official level; initial evaluation of applicants for positions of civil servants; placement in employment, first of all, in accordance with professional, qualified, individual psychological and personality characteristics.

The existing system of methods of professional recruitment for the civil service (examination of documents, examination, interview, etc.) primarily aims to determine whether the applicants for the posts of public servants have relevant education and professional knowledge [1 – 3].

According to the author, this approach to the assessment of the suitability of candidates for positions of civil servants insufficiently contributes to the definition and evaluation of skills of the applicant in the application of knowledge to solving practical tasks, detailed and focused study of the capabilities of the applicants to perform certain types of work. Given the above, it is important to further develop the system of methods of professional recruitment.

The purpose of this article is to determine and justify the directions and concrete measures for development of the system of methods of recruitment for public service.

In our view, this development must be carried out in two directions: 1) development of methods for the determination of candidate's professional knowledge and skills required to perform activities in public authorities; 2) implementation of methods for assessment of the availability and level of development of qualities necessary for exercising official duties.

As for the implementation of the first direction, it should be noted that for a more objective and comprehensive assessment of professional level of applicants for positions of civil servants, along with the above traditional methods, interactive methods can be applied, in particular business games. They provide an opportunity to assess the skills of the candidate in solving specific tasks, actions, collectively or individually, proposing solutions; features of the analysis and choice of solutions to the problem. To solve these problems the following types of business games can be included: role-play games, including psychodrama; group dynamic exercises; scheduled games; group discussions; method of analysis of a concrete situation (case) [4].

The main factor of the necessity for implementation of the second direction of development of the system of recruitment for positions of civil servants are features of their activities. The important ones are widespread contacts with different people (colleagues, employees of other divisions of the agency or organization, representatives of other organizations, managers of different levels, citizens). Assessment of the applicants' level of communicative qualities is possible with the use of the methods of psychological diagnostics [5].

One of the most common methods that might be used to assess personal qualities and abilities of applicants for the position of civil servants is testing [4; 5]. The tests provide an opportunity to identify certain personality traits and to rate the intensity of their manifestations; to obtain qualitative and quantitative assessment of characteristics that are measured.

To assess the individual potential of the applicants and their ability to defend their point of view, to convince others of its correctness, the ability to interact with other group members in formulating a collective decision, the method of group discussions is used.

Therefore, given the peculiarities of the current system of recruitment for public service, it is possible to draw a conclusion about the necessity for its further development through the improvement of methods for determining the suitability of applicants for positions in state authorities and implementation of methods for assessment of their personal qualities. Further studies should focus on the selection of methods of psycho-diagnostics by definition of professionally important personal qualities of applicants for positions of civil servants.

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I am _____, a student of speciality "Public Administration" of Simon Kuznets Kharkiv National University of Economics, declare that my Master's thesis on the topic: " _____", which is submitted to the State Examination Commission for public presentation, conforms to the rules of professional ethics. There is no plagiarism, data falsification and false citation.

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Table of contents

Introduction.....	3
1. The purpose and objectives of the Master's thesis.....	4
2. Preparation of the Master's thesis.....	5
2.1. The main stages of the Master's thesis preparation	6
2.2. Requirements for the structure and content of the Master's thesis.....	15
3. Requirements for the Master's thesis design	25
3.1. General requirements	25
3.2. Numeration	26
3.3. Illustrations.....	27
3.4. Tables.....	29
3.5. Formulae	30
3.6. References	31
3.7. Notes	32
3.8. Lists	33
3.9. Appendices.....	33
3.10. A list of references	34
4. Requirements for presenting the artwork illustrative material	34
5. Preparation of the Master's theses by students	35
6. External review of the Master's thesis.....	37
7. A certificate of application of scientific and practical research results	37
8. The procedure for the Master's theses presentation	38
9. The themes of the Master's theses	39
10. References	46
10.1. Main.....	46
10.2. Additional.....	46
10.3. Information resources	46
Appendices.....	47

НАВЧАЛЬНЕ ВИДАННЯ

**Методичні рекомендації
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для студентів спеціальності
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спеціалізації "Публічне адміністрування"
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(англ. мовою)**

Самостійне електронне текстове мережеве видання

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