

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

**Guidelines for writing a diploma work
of Master's (second) degree higher education students,
speciality 051 "Economics"
of the educational program "Business Economics"**

**Kharkiv
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G94

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The order of writing, design and defense of the thesis is considered, a list of topics proposed for research is given. Separate examples of generalization, analysis and evaluation of specific economic issues, as well as requirements for the design of the work, are provided.

For higher education students of the Faculty of Economics and Law, speciality 051 "Economics" of the educational and professional program "Business Economics".

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Introduction

The diploma work performed by students of the second (master's) level of higher education is a qualification work that makes it possible to reveal the level of mastery of general and professional competences by the student, verifies the achievement of the learning outcomes determined by the educational program "Business Economics" and the standard in the speciality "Economics" (Table 1).

Table 1

Learning outcomes and competences according to the educational component

Learning outcomes	Competences
1	2
LO1. The ability to formulate, analyze and synthesize solutions to scientific and practical problems	SC9. The ability to apply a scientific approach to the formation and implementation of effective projects in the social and economic sphere
LO2. The ability to develop, substantiate and make effective decisions on the development of socio-economic systems and management of subjects of economic activity	SC3. The ability to collect, analyze and process statistical data, scientific and analytical materials, which are necessary for solving complex economic problems, to draw reasonable conclusions based on them. SC7. The ability to substantiate management decisions regarding the effective development of economic entities
LO4. The ability to develop socio-economic projects and a system of complex actions regarding their implementation, taking into account their goals, expected socio-economic consequences, risks, legislative, resource and other restrictions	SC9. The ability to apply a scientific approach to the formation and implementation of effective projects in the social and economic sphere
LO5. The ability to observe the principles of academic integrity	GC2. The ability to think abstractly, analyze and synthesize. GC6. The ability to develop and manage projects. GC7. The ability to act on the basis of ethical considerations (motives). SC3. The ability to collect, analyze and process statistical data, scientific and analytical materials, which are necessary for solving complex economic problems, to draw reasonable conclusions based on them. SC8. The ability to assess possible risks, socio-economic consequences of management decisions

Table 1 (continuation)

1	2
LO6. The ability to evaluate the results of one's own work, demonstrate leadership skills and the ability to manage personnel and work in a team	GC6. The ability to develop and manage projects. SC8. The ability to assess possible risks, socio-economic consequences of management decisions
LO7. The ability to choose effective methods of managing economic activity, substantiate the proposed solutions on the basis of relevant data and scientific and applied research	GC6. The ability to develop and manage projects. SC9. The ability to apply a scientific approach to the formation and implementation of effective projects in the social and economic sphere. SC10. The ability to develop scenarios and strategies for the development of socio-economic systems
LO8. The ability to collect, process and analyze statistical data, scientific and analytical materials necessary for solving complex economic tasks	GC2. The ability to think abstractly, analyze and synthesize. GC7. The ability to act on the basis of ethical considerations (motives). GC8. The ability to conduct research at an appropriate level. SC3. The ability to collect, analyze and process statistical data, scientific and analytical materials, which are necessary for solving complex economic problems, to draw reasonable conclusions based on them. SC6. The ability to formulate professional tasks in the field of economics and solve them choosing the appropriate directions and appropriate methods for solution of the tasks taking into account the available resources. SC7. The ability to substantiate management decisions regarding the effective development of economic entities. SC10. The ability to develop scenarios and strategies for the development of socio-economic systems
LO11. The ability to determine and critically evaluate the state and trends of socio-economic development, form and analyze models of economic systems and processes	GC6. The ability to develop and manage projects. SC11. The ability to plan and develop projects in the field of economy, to implement its informational, methodical, material, financial and personnel support
LO12 The ability to substantiate management decisions regarding the effective development of economic entities, taking into account goals, resources, limitations and risks	GC1. The ability to generate new ideas (creativity). SC1. The ability to apply scientific, analytical, methodical tools to substantiate the strategy of development of economic entities and the related competence of management decisions. SC3. The ability to collect, analyze and process statistical data, scientific and analytical materials, which are necessary for solving complex economic problems, to draw reasonable conclusions based on them. SC7. The ability to substantiate management decisions regarding the effective development of economic entities

Table 1 (the end)

1	2
LO13. The ability to assess possible risks, socio-economic consequences of management decisions	GC2. The ability to think abstractly, analyze and synthesize. GC7. The ability to act on the basis of ethical considerations (motives). SC6. The ability to formulate professional tasks in the field of economics and solve them, choosing the appropriate directions and appropriate methods for solution of the tasks taking into account the available resources. SC8. The ability to assess possible risks, socio-economic consequences of management decisions
LO14. The ability to develop scenarios and strategies for the development of socio-economic systems	GC7. The ability to act on the basis of ethical considerations (motives). SC1. The ability to apply scientific, analytical, methodical tools to substantiate the strategy of development of economic entities and the related competence of managerial decisions. SC7. The ability to substantiate management decisions regarding the effective development of economic entities. SC10. The ability to develop scenarios and strategies for the development of socio-economic systems
LO15. The ability to organize the development and implementation of socio-economic projects, taking into account information, methodical, material, financial and personnel support	GC8. The ability to conduct research at an appropriate level. SC9. The ability to apply a scientific approach to the formation and implementation of effective projects in the social and economic sphere

A diploma work is carried out by students independently, it has a scientific and research character and is dedicated to the solution of complex professional tasks, certain aspects of the company's activity, functions defined for the corresponding position for a certain type of economic activity.

In the thesis, the student of higher education must demonstrate knowledge of the chosen topic, mastery of scientific research skills, ability to think, analyze, generalize and draw conclusions. Based on the results of the defense of the diploma thesis, the examination commission (EC) determines the level of theoretical and practical training of the graduate, the degree of formation of his professional competences and makes a decision on assigning the educational qualification of Master of Economics and issuing the graduate a diploma.

1. The purpose and tasks of the thesis

1.1. The diploma thesis is the final result of independent individual scientific research activity of the student of higher education, a complex scientific study, a creative, independent work in which, based on the completed research, scientific propositions are formulated and substantiated, the totality of which can be classified as a new idea or theoretical justification of the problem.

1.2. The purpose of the thesis is to solve a complex of scientific and applied tasks in accordance with the generalized type of economic activity based on the application of a system of theoretical knowledge and practical skills to solve specific tasks regarding the justification and development of new approaches to solving a specific, topical problem in the field of enterprise economics; development of research skills; formation of the ability to develop the direction of improving the solution of a complex of practical issues related to the problem posed in the work.

1.3. In the process of completing the thesis, the student of higher education must demonstrate:

- the ability to work with information sources (legislative and regulatory documents, scientific special literature, including those published in a foreign language, Internet materials, statistical and financial reporting data);

- the ability to select, systematize and process information in accordance with the research objectives;

- the ability to formulate scientific conclusions and substantiate specific proposals for improving the management of a real enterprise or organization;

- the ability to determine and use cause-and-effect relationships of processes and phenomena in the applied field.

1.4. The thesis must be logical, demonstrable, argumentative and meet the following requirements:

- contain an in-depth comprehensive analysis of the researched problem;

- contain independent research, calculations;

- contain well-founded proposals for improving activities at the investigated enterprise;

- have proper registration and all necessary accompanying documents;

- contain elements of scientific novelty;

be completed and submitted to the department within the time frame provided by the schedule of the educational process.

1.5. A diploma thesis that does not meet the requirements for content and design, is written without following the approved plan, does not contain materials for specific research on the topic based on the materials of a real enterprise, substantiated proposals is not allowed for defense.

1.6. The thesis can be complex (departmental, interdepartmental, interuniversity).

2. General provisions

2.1. The thesis is carried out on the basis of an in-depth study of the current legislation of Ukraine on the activities of enterprises and organizations, special domestic and foreign literature, best practices on the problem being studied, as well as the results of the students' own research of a real enterprise or the activities of a private entrepreneur.

2.2. The main stages of the thesis:

1. Selection of the research topic and base.
2. Approval of the topic and supervisor.
3. Development of a task for a diploma thesis, drawing up a calendar plan for implementation of the thesis.
4. Studying literary sources and drawing up a work plan.
5. Collection of factual material during the pre-diploma practice on the basis of research (a specific enterprise or organization).
6. Processing of actual material.
7. Writing the first version of the text, submitting it for review to the scientific supervisor.
8. Elimination of shortcomings, writing the final version of the text, design of the thesis.
9. Submission of work to the department.
10. Reviewing the work.
11. Completion of norm control at the department.
12. Passing a check for uniqueness using the StrikePlagiarism system.
13. Defense of the thesis at an open meeting of the examination committee.

2.3. Graduates of higher education who have successfully passed the credit-examination session, completed the pre-diploma practice and defended the report are allowed to complete the thesis.

2.4. The department appoints a scientific supervisor for each student of higher education, who provides scientific and methodological assistance in his independent work on a diploma thesis. The supervisor conducts individual counseling of the student of higher education, helps him to draw up a thesis plan, an individual task for pre-diploma practice, and also monitors compliance with the execution schedule, reviews parts of the work and the completed manuscript, prepares the student of higher education for the defense.

The leading teachers of the department, who have scientific degrees and academic titles, are appointed as academic supervisors in the process of preparing theses.

2.5. The topic of the thesis (subject of research) is one of the actual problems that corresponds to the learning outcomes provided by the mandatory components of the educational and professional program "Business Economics", speciality 051 "Economics".

The topics of diploma theses are developed by the department in accordance with the requirements of the standard for 051 "Economics" and the educational and professional program "Business Economics" in accordance with the approved work programs of the academic disciplines studied by the student of higher education. The topics are reviewed and updated annually. An approximate list of thesis topics of the Department of Enterprise Economics and Business Organization is given in Appendix A.

The choice of the thesis topic is the prerogative of the student of higher education. At the same time, he must be guided by the following:

- scientific interests and personal preferences (results of individual work with elements of scientific research in the past), opportunities to develop the chosen topic at the appropriate level;

- the topic of scientific research conducted by the department, the relevance of the problem considered in the thesis from the point of view of labor market requests and today's requirements;

- features of the practice base or place of permanent work, on the materials of which work is performed (possibility of obtaining the necessary materials for work preparation).

In addition, diploma theses can be performed on topics that will be ordered by state institutions, enterprises and business structures that have

entered into agreements with the institution of higher education for the training of the student of higher education or have memoranda and cooperation agreements with it. The student of higher education, in agreement with the supervisor, can propose his own research topic under the conditions of appropriate justification of the feasibility of its development (according to his previous research work, to the place of work, the possibilities of obtaining the necessary information on the basis of research).

The topic of the thesis should be expressed succinctly, and its wording should contain the object, subject, goal, research task and field of application.

2.6. Together with the choice of the topic, the research base is determined, based on the materials of which the work will be performed. It can be an enterprise of any form of ownership, which is a legal (individual) person and has independent reporting. The activity of this enterprise (entrepreneur) should create the possibility of information support for the research of the chosen topic.

If there are no proposals from the student of higher education regarding the practice base, the department appoints an enterprise or institution with which S. Kuznets KhNUE has a relevant agreement.

2.7. Before the beginning of the pre-diploma internship, the student of higher education submits to the head of the department an application for confirmation of the chosen thesis topic, an abstract, a work plan, a list of used sources (at least 50 sources, the relevance of which does not exceed the last 7 years). The abstract of the thesis indicates the relevance of the chosen topic, object, subject, goal, task, base, research periods (Appendix B).

A statement by the student of higher education about compliance with the requirements of professional ethics (Appendix C) is attached to the application for approval of the thesis topic.

After final agreement with the academic supervisor and editing of the selected topic, all topics of diploma theses with an indication of the bases of practice on which they will be performed are considered and discussed at a meeting of the Department of Enterprise Economics and Business Organization.

The list of higher education students, the list of their academic supervisors and thesis topics are approved by order of the rector of S. Kuznets KhNUE. All subsequent changes (wording of the name, practice base, etc.) are, if necessary, argued in writing (an application of the higher education student), agreed with the academic supervisor (a visa on the application) and require changes in the order at the written request of the department (excerpt from the minutes of the department meeting).

2.8. The thesis plan should reflect the presence of an introduction, the main part (sections and subsections), conclusions, appendices and a list of the used sources. The work plan can be adjusted in the process of writing the work. Amendments to it are made after agreement with the manager (Appendix D).

The thesis plan is formed in the course of familiarization with special economic scientific literature, and its content depends on the selected research problem. The issues of the plan should provide for a consistent, logical, interconnected teaching of the research results and conceptually reflect the content of the work. Variants of tentative plans for diploma theses on various topics are approved by the department.

2.9. It is advisable to start the selection of literature with the analysis of those sources that are recommended for mandatory educational components for the educational and professional program "Business Economics". The main sources can be selected from this literature. To select additional publications on the topic, it is advisable to familiarize yourself with the literature presented in the lists of literature in these sources.

It is advisable to familiarize yourself with the literature in the following sequence:

- regulatory documents (first laws, then by-laws);
- educational publications (textbooks, study guides, lecture notes);
- scientific publications (monographs, scientific articles, abstracts of reports at conferences);
- periodicals (economic and analytical articles) and statistical data;
- literature by foreign authors in the original language.

You should familiarize yourself with the sources in reverse chronological order, that is, it is advisable to study the latest publications first. Books and articles should be selected with the use of systematic literature indexes in the library of S. Kuznets KhNUE or other libraries. In the process of studying periodicals, it is best to use the latest issues of journals for a certain year, where there is an index of articles published during the year.

The purpose of working with literature is to establish existing ideas about the subject of research. The criterion for evaluating what has been read is the possibility of using this material in work. The study of the material consists of:

- familiarization with the text;
- its comprehension of the text, memorization of the main information;
- evaluation of reading, synthesis of new ideas;
- formation of final conclusions.

2.10. Violation of the calendar plan by a student of higher education is discussed at the meetings of the graduation department, at the request of the academic supervisor.

3. Components of the diploma work

At the meeting of the examination commission, the student of higher education provides a thesis and demonstration material for a report.

The thesis is conditionally divided into introductory, main parts and appendices.

The introductory part:

the title page;

a submission to the chairman of the examination commission regarding the defense of the thesis;

an abstract (in two languages: Ukrainian and English);

the contents;

the introduction.

The main part:

sections of the thesis;

conclusions;

a list of the used sources.

Appendices.

Demonstration material of the thesis can be graphic, electronic (video materials, multimedia, presentations, etc.).

The content of the demonstration material should reflect the original results obtained in the process of completing the thesis.

4. Requirements for the structural elements of the diploma work

4.1. The title page of the thesis is filled out according to the example of form E.1 given in Appendix E. The topic of the work must be carefully checked with the order on approval of the topics of theses. If the topic does

not correspond to the wording approved by the rector's order, then the work is not allowed to be defended.

4.2. Submission to the head of the EC regarding the defense of the diploma thesis (form E.2 of Appendix E) is a document submitted by the dean's office of S. Kuznets KhNUE (contains a certificate of the student's success in higher education, the conclusion of the supervisor of the thesis and the conclusion of the department and a note on compliance with the DSTU).

4.3. The table of contents is placed on a new page. The following is added to the table of contents:

- the introduction;
- sequentially listed names and initial numbers of all sections, subsections, items and subsections (if they have headings);
- conclusions;
- a list of the used sources;
- appendices and page numbers that contain the beginning of the material.

4.4. The introduction is placed on a new page. In the introduction, the student of higher education reveals the essence and state of the scientific task and its significance, the grounds and initial data for the development of the topic of the diploma thesis, gives justification for the need to conduct research, and also necessarily highlights the following questions:

- the relevance of the topic;
- the theoretical and practical significance of the topic;
- the degree of development in scientific literature;
- the main purpose of the study;
- the research object;
- the subject of the research;
- main tasks of research;
- research methods;
- the base and periods of research;
- the novelty of the obtained results;
- practical significance of the obtained results;
- personal contribution of the author of the thesis;
- publications and research approval results.

The substantiation of the relevance of the topic of the thesis should be done through critical analysis and comparison with known solutions to the scientific (applied) task, substantiation of the timeliness and expediency of the

conducted research for the development of a specific enterprise or a relevant branch of the economy or production in Ukraine.

The student of higher education formulates the goal of the thesis and the tasks that must be solved in order to achieve the goal. You should not formulate the goal as "Research ...", "Study ...", because these words indicate the means of achieving the goal, and not the goal itself.

The object of research is a process or phenomenon that gives rise to a problem situation and is chosen for study.

The subject of research is contained within the object.

The object and subject of research as a category of the scientific process are related to each other as general and partial. In the object, the part of it that is the subject of research is singled out. It is to it that the main attention of the researcher is directed, since the subject of the study determines the topic of the thesis, which is indicated on the title page as its title.

Research methods – disclosure of the information base and used research methods. The chosen methods should contribute to the implementation of work tasks. The most common general scientific methods are:

- comparison;
- abstraction;
- analysis and synthesis;
- analogy, generalization, etc.

Scientific methods:

- mathematical and statistical;
- graphic;
- linguistic;
- sociological, etc.

The list of the used research methods must be presented not separated from the content of the work, but briefly and meaningfully defining what exactly was researched by one or another method. This will make it possible to verify the logic and acceptability of the choice of specific methods. After the description of the research methods, it should be stated in the introduction that the logic of the research, which connects the stages of the work with the tasks and the results obtained, is given in the structural and logical scheme of the thesis research.

The elements of scientific novelty must have a generalizing nature, contain their own conclusions and recommendations on the subject of research.

The justification of practical significance should include the results of independently conducted research that can be implemented in the activities of enterprises, institutions, and organizations.

Real work is considered to be the work performed in accordance with the existing problems of the pre-diploma practice base based on its real data for several years and the results of which, after the defense, can be fully or partially implemented in the practice of the enterprise under study or similar to it. The compliance of the works with the requirements of the reality of the data is confirmed by the presence of a corresponding certificate from the practice base.

Approbation of work results should contain titles of articles, abstracts of reports prepared on the basis of work materials, speeches at scientific and practical conferences.

The length of the introduction should not exceed 2 – 3 pages.

The text of the thesis is taught, dividing the material into three sections according to the task.

Each section can be divided into paragraphs or subsections and paragraphs. Items, if necessary, are divided into sub-items. Each item and sub-item should contain complete information.

The essence of the sections of the thesis is the presentation of information about the subject of research, which is necessary and sufficient to reveal the essence of the topic of this thesis and its results.

Special attention is paid to the practical results obtained during the completion of the thesis.

The theoretical material should be presented according to the structure: statement of the task, solution method, solution, evaluation (analysis) of the solution.

The sections of the thesis should be united by a common goal, organically connected with each other and relevant references.

The main part of the thesis covers theoretical, analytical-research and project-recommendation sections.

4.5. The theoretical section considers general approaches to the researched topic using a variety of literary sources, including foreign ones, a mandatory comparison of different points of view, the use of published statistical data with reference to sources. It contains theoretical justification, essence, meaning, classification characteristics, history and modern trends of

the research subject, methodological approaches. The theoretical justification should determine the role and place of the investigated phenomena and processes in the activities of enterprises.

Theoretical justification, essence, meaning, classification characteristics, history and modern trends of the subject of research (development), methodological approaches must have certain elements of scientific novelty, justification of one's own position regarding the selected research methods.

The theoretical section of the thesis reveals the ability of the higher education student to implement general and professional competences when solving innovative professional tasks and should contain the following material:

- the role and place of research economic phenomena and processes in the activity of the enterprise;

- critical analysis of publications on the solution of a typical task of the chosen topic of the thesis and generalization of directions for its solution;

- determination of economic contradictions and situations, problems of improving technical and economic indicators of the enterprise and its divisions;

- determining ways to overcome economic contradictions and situations, formulating a goal that realizes the idea of the work, as well as tasks that can be used to achieve the goal of the work.

The section of theoretical studies can correspond to the following plan:

1. Critical analysis of publications on solving the professional task of the chosen work topic.

2. Determination of directions for solving a typical task on the basis of known or modernized algorithms according to classification features.

3. Conclusions on issues of solving a complex professional task, where the idea of overcoming an economic contradiction is formulated.

Scientific and practical results of the section can include:

- proving the necessity, possibility and economic value of solving the problematic task set in the thesis;

- discovery of economic regularities, trends, phenomena, advantages, putting forward hypotheses;

- conclusions about the essence, functions of economic phenomena, establishment of their contradictions, causes, consequences;

- development of classifications and construction of a research system, etc.

An example of the generalization of theoretical approaches to the definition of the term is presented in Appendix F.

The volume of the theoretical section should not exceed 25 % of the total volume of work.

4.6. The analytical and research section is a description, characteristics of the current state of the researched issue based on research, diagnosis of the enterprise's activity in relation to the chosen research direction, basic analysis using accumulated factual material and involving all theoretical knowledge, certain methodical tools.

All analytical calculations, tables, graphs, charts must be accompanied by interpretations and conclusions that make it possible to determine the essence of management processes observed in the organization, their features, trends, create a base for identifying unused reserves.

The source of information is the planned and actual indicators of economic activity, statistical and accounting reports, orders, results of observations, surveys and other methods of collecting primary and secondary information, which are used by the student of higher education during pre-diploma practice.

The graduate must demonstrate the ability to correctly generalize accumulated factual material, group and process data, on the basis of which a qualified analysis is conducted, proposals are substantiated.

This section provides:

- organizational and economic characteristics of the enterprise under investigation;

- analysis of the influence of environmental factors of the enterprise on the technical and economic indicators of its activity (Tables G.1 and G.2 of Appendix G);

- analysis and evaluation of specific areas of activity and the environment of the enterprise based on the use of economic and statistical research methods, appropriate software and factual information (tables, graphs, diagrams, schemes); some examples of analysis and evaluation are presented in Table H.1 of Appendix H, Tables I.1 and I.2 of Appendix I and Tables J.1 – J.6 of Appendix J;

- conclusions regarding the solution of the economic problem in the activity of the enterprise.

The scientific value of the work characterizes the theoretical contribution to the relevant field of knowledge of economic theory as the influence of new laws and factors on its state in the relevant aspect.

The practical value of the results is reflected in the form of possible ways of using them and development of algorithms for calculation and selection of parameters for making economic decisions, methods of determination, etc.

Scientific provisions are formulated as new economic regularities or other scientific results, which may have the following form:

- disclosure of the concept of problem solving;
- development of a set of principles, requirements, conditions, forms, contradictions and determination of ways to resolve them;
- selection of the most progressive solutions, methods, ways;
- development of economic and organizational mechanisms, models, systems, indicators of a principled nature;
- establishing ways of mobilizing company reserves to increase economic efficiency.

The practical results of the section may include:

- the dynamics of changes in the technical and economic indicators of the company's activity and the form of their dependence over time;
- economic and mathematical modeling of the influence of factors of the enterprise's environment and economic phenomena on the technical and economic indicators of its activity;
- critical analysis and identification of problems directly related to the research topic;
- conclusions on establishing ways of mobilizing the company's resources to overcome the economic contradiction and increase the economic efficiency of its activities, etc.

The volume of the section is within 30 – 35 % of the total volume of the thesis.

4.7. The project-recommendation section contains detailed proposals for improving the company's activities in accordance with the research direction. Proposed improvements and innovations must contain calculation and quantitative justification.

Proposals of a higher education student regarding the scientific and practical solution of the researched question must meet the criteria of optimality, target effectiveness and practical implementation.

This section reflects the materialization of the methodological principles of solving the thesis tasks and is aimed at the implementation of professional competences that are related to the formation of judgments regarding the materialization of recommendations into economic practice. This section contains:

- determination of the key directions of solving the shortcomings of the enterprise's activity, which was determined in the previous sections of the thesis. This item is recommended to be used before the item in which the

higher education student directly discloses his proposals for improving the functioning of the enterprise;

development and economic substantiation of measures to improve the functioning of the enterprise (according to the chosen topic of the thesis);

assessment of the economic efficiency (effect) of the proposed measures taking into account the risks (Appendix K);

specific calculations of plans, forecasts, norms and standards based on the methods proposed in the work.

The results of the recommendation section are the basis for the implementation of proposals and methodological recommendations in the economic practice of the enterprise.

The volume of the section can be up to 30 % of the total volume of work.

4.8. Conclusions arising from the results of the thesis are submitted on a new page, where these results must be evaluated in relation to peers. Conclusions should be specific, create a complete picture of the depth of research with a reflection of the obtained theoretical, methodological and instrumental results. It is necessary to start the conclusions with the statement of the solution of the task formulated in the work with the expression of the idea and the scientific significance of the work. The conclusions provide confirmation of the achievements of the main scientific results, which are formulated in scientific provisions, indicate the values of the main economic parameters, the limits of the range of changes, etc.

The conclusions end with practical recommendations, which include calculation methods, algorithms for solving applied thesis problems, etc. Positive and negative experience of the implementation of the proposed methods should be reflected here, the external conditions for their effective action should be defined, proposals regarding the need for their implementation should be substantiated, as well as proposals for the elimination of detected violations and other reasons for ineffective use of the methods.

4.9. A list of the used sources. The list of sources to which there are references in the introductory and main part is given on a new page. Bibliographic descriptions in the list of the used sources are presented in the order in which they are first mentioned in the text of the thesis or in alphabetical order. Serial numbers of descriptions in the list are references in the text (numbered references). The procedure for creating a list of references is given in Appendix L.

4.10. Appendices. Appendices provide material that is necessary for the completeness of the thesis and cannot be placed in the main part due to the large volume or method of reproduction.

Types of appendices:

additional illustrations or tables;

intermediate mathematical proofs, formulas, calculations;

test protocols;

methods;

a description of the computer programs developed during the writing of the thesis;

an additional list of sources that may be of interest, etc.

5. Requirements for the preparation of diploma theses

5.1. The main part

5.1.1. The thesis material should be submitted in the following sequence:

the cover page of the thesis;

a submission to the head of the EC regarding the defense of the thesis;

the annotation;

a list of conditional designations (if necessary);

the contents;

the introduction;

the main part;

conclusions;

a list of the used sources;

appendices.

The volume of work is 50 – 60 pages.

The list of the used sources and appendices are not added to the scope of the thesis. Deviation within 10 % is allowed.

5.1.2. The language of the thesis is national, the style is scientific, clear, without spelling and syntactic errors, the sequence is logical. Linguistic features of the scientific style are presented in Appendix M. Direct rewriting of materials from literary sources in the work is unacceptable. At the request of the student of higher education, the language of the thesis can be English.

5.1.3. The work must be printed on one side of the pages of standard white A4 paper (210×297 mm), using computer typesetting: 14 font size,

1.5 spacing, Times New Roman. It is allowed to place tables and other illustrative materials on sheets of A3 format (no more than 40 lines per page).

5.1.4. The text of the thesis is placed on a sheet with the following margin sizes: 30 mm left, 10 mm right, 20 mm top, 20 mm bottom.

Printed documents must correspond to the A4 format, be included in the general numbering of the pages of the work and be placed, as a rule, in the appendices.

The pages of the thesis are numbered in Arabic numerals, following the numbering throughout the text. The page number is placed in the upper right corner of the page without a period at the end. Times New Roman type font size 12 should be used.

The first page of the thesis is the title page of the thesis, which is added to the total numbering of the thesis pages. No page numbers are placed on the title page of the thesis, the submission, the abstract, and the table of contents. On the following pages, starting from the second page of the introduction, the number is placed in the upper right corner of the page without a period at the end, taking into account the previous pages.

5.1.5. The title page contains the name of the higher educational institution, surname, name and patronymic and other information about the author, the subject of the thesis, the names of the scientific supervisor, reviewer and consultant (if available); city and year.

5.1.6. The submission to the head of the EC regarding the defense of the diploma thesis contains a certificate of the candidate's success, the conclusion of the thesis supervisor and the department's conclusion about the thesis. The document is provided by the Educational and Scientific Institute of Economics and Law of S. Kuznets KhNUE.

5.1.7. An abstract for a diploma thesis is made by the student of higher education after the completion of the work in its entirety. The abstract should highlight the main points of the thesis.

5.1.8. The table of contents contains the names and numbers of the initial pages of all sections and subsections of the work. The table of contents should include all the headings that are in the work, starting with the introduction and ending with the appendices.

5.1.9. In the introduction of the thesis, the problem that needs to be solved, the degree of its research, are indicated; the relevance of the chosen topic, goal and task are substantiated; the object and subject of research, elements of scientific novelty, practical significance, methods of scientific

research, approbation of results at enterprises, organizations, institutions (if available) are formulated.

5.1.10. The text of the main part of the work is divided into sections and paragraphs.

The titles of the structural parts of the thesis "CONTENTS", "INTRODUCTION", "REFERENCES", "APPENDICES" are printed in capital letters symmetrically to the text. Headings of subsections are printed in small letters (except for the first capital letter) with paragraph indentation. Do not put a period at the end of the title.

The distance between the title (except for the paragraph title) and the text should be equal to one space of the main text. Each structural part of the thesis should be started on a new page.

5.2. Numeration

The numbering of pages, sections, subsections, clauses, figures, tables, formulas is given in Arabic numerals without the sign "No".

The first page of the thesis is the title page, which is added to the total page numbering and on which the page number is not placed. Numbering without a period after it is placed in the upper right corner of subsequent pages.

CONTENTS, INTRODUCTION, CONCLUSIONS, REFERENCES, APPENDICES as sections are not numbered. The section number is placed after the word "SECTION". Subsections are numbered within each section using the section number and the subsection serial number separated by a period: for example, "1.1" (the first subsection of the first section). Then, in the same line, there is a subsection heading.

5.3. Illustrations

5.3.1. Theses are illustrated on the basis of a certain general idea, according to a carefully thought-out thematic plan, which helps to avoid random illustrations related to secondary details of the text, as well as to prevent unjustified omissions of illustrations to the most important topics. Each illustration should correspond to the text, and the text to the illustrations.

5.3.2. The names of the illustrations are placed after their numbers. If necessary, the illustrations are supplemented with explanatory data (caption).

5.3.3. A caption under an illustration usually has four main elements:

the name of the graphic plot (indicated by the abbreviated word "Figure");

the serial number of the illustration, which is indicated without a number sign in Arabic numerals;

the thematic title of the illustration, containing text with as concise a description of the image as possible.

5.3.4. The main types of illustrative material in the thesis are: a drawing, a technical drawing, a scheme, a diagram, a graph.

You should not design links to illustrations as independent phrases that only repeat what is contained in the caption. In the place where the topic related to the illustration is presented, and where the reader needs to point to it, a reference is placed in the form of an expression in round brackets, e. g., "(Fig. 3.1)" or a reversal of the type: "... as can be seen from Fig. 3.1" or "... as shown in Fig. 3.1".

5.4. Tables

5.4.1. Digital material, as a rule, should be presented in the form of tables.

5.4.2. Each table should have a title, which is placed above the table and printed symmetrically to the text. The title and the word "Table" begin with a capital letter.

According to the logic of the construction of the table, its logical subject or subject (designation of those subjects characterized in it) is placed in the head , and not in the columns; the logical predicate, or predicate, of the table (that is, the data that characterizes the subject) is in the columns, not in the header or sidebar. Each heading above a column refers to all the data in that column, each row heading in the sidebar refers to that row.

The title of each column in the table header should be as short as possible. It is necessary to avoid repetition of the thematic title in the headings of graphs, the units of measurement should be indicated in the thematic title, and repeated words should be placed in the summary headings.

In the columns, repeated elements that apply to the entire table are placed in the thematic heading or in the heading of the columns; homogeneous numerical data are placed so that their classes coincide with heterogeneous, situated in the middle of the graphs; quotation marks are used only in place of identical words that stand one below the other.

Graph headings should begin with uppercase letters, subheadings with lowercase letters if they form one sentence with the heading, and with uppercase letters if they are independent. The height of the rows should not be less than 8 mm. It is not necessary to add a column with serial numbers of rows to the table.

5.4.3. The table is placed after the first mention of it in the text so that it can be read without rotating the interlaced block of work or with a clockwise rotation. A table with a large number of rows can be moved to the next page.

5.4.4. If the table is moved to the next page, the name is placed only above its first part. A table with a large number of graphs can be divided into parts and placed one part under another within the limits of one page. If the rows or columns of the table exceed the page format, then in the first case, the header is repeated in each part of the table, in the second it is repeated in the sidebar.

If the text that is repeated in the column of the table consists of one word, then it can be replaced with quotation marks; in case with two or more words, then during the first repetition it is replaced by the words "the same", and then by quotation marks. It is not possible to put quotation marks instead of repeating numbers, brands, signs, mathematical and chemical symbols. If digital or other data are not provided in a row of the table, then a dash is placed in it.

5.5. Formulas

5.5.1. Certain rules must be followed when using formulas.

The largest, as well as long and cumbersome formulas containing addition, multiplication, differentiation, integration signs are placed on separate lines. This also applies to all numbered formulas. To save space, several short formulas of the same type, separated from the text, can be presented in one line, and not one under the other. Small simple formulas that do not have an independent meaning are entered in the lines of the text.

Explanations of the values of symbols and numerical coefficients should be given directly below the formula in the sequence in which they are given in the formula. The value of each symbol and numerical coefficient must be

entered on a new line. The first line of the explanation begins with the word "where" without a colon.

5.5.2. Equations and formulas should be separated from the text. Above and below each formula leave an interval of at least one line. If the equation does not fit on one line, then it is transferred after the equal sign (=) or after the plus (+), minus (–), multiplication (×) signs.

Only those formulas that are referenced later in the text should be numbered. It is not recommended to number others.

5.5.3. Serial numbers are indicated by Arabic numerals in round brackets near the right margin of the page without periods from the formula to its number. The number that does not fit in the line with the formula is moved to the next one below the formula. The number of the formula in the case of its transfer is placed at the level of the last line. If the formula is taken in a frame, then its number is written outside the frame on the right side opposite the main line of the formula. The number of the formula-fraction is given at the level of the main horizontal line of the formula.

The number of a group of formulas placed on separate lines and united by a curly bracket (parenthesis) is placed to the right of the point of the parenthesis, which is inside the group of formulas and is directed towards the number.

5.5.4. The general rule of punctuation in a text with formulas is as follows: the formula enters the sentence as its equal element. Therefore, at the end of the formulas and in the text before them, punctuation marks are placed in accordance with the rules of punctuation.

Delimiters between formulas that follow one another and are not separated by text can be a comma or a semicolon immediately after the formula before its number.

Delimiters between formulas in the case of parentheses are placed inside the parentheses. After such cumbersome mathematical expressions as determinants and matrices, you can not put punctuation marks.

5.6. General rules of citation and references to the used sources

5.6.1. When writing a diploma thesis, a student of higher education must refer to the sources, materials or individual results from which the thesis

is cited, or based on the ideas and conclusions of which problems, tasks, questions are developed, the study of which is devoted to the diploma thesis. Such links make it possible to find documents, check the reliability of information about the citation of a document, provide the necessary information about it, help to find out its content, language of the text, volume. Reference should be made to the latest editions of publications. Earlier editions may be referred to only if the material contained in them is not included in the latest edition.

5.6.2. If information, materials from monographs, review articles, other sources with a large number of pages are used, then the page numbers, illustrations, tables, formulas from the source to which there is a reference in the work must be accurately indicated in the reference.

References in the text of the thesis to sources should be indicated by a serial number in the list of references, separated by two square brackets, for example, "... in works [1 – 7] ...".

When in the text of the thesis it is necessary to make a reference to a component part or specific pages of the corresponding source, then the reference can be given in square brackets, while the reference number must correspond to its bibliographic description in the list of references.

5.6.3. References to the formulas of the thesis are indicated by the serial number of the formula in round brackets, for example: "... in formula (2.1)".

All tables of the work must be referred to in the text, for example: "... in Table 1.2".

In repeated references to tables and illustrations, the word "see" should be indicated, for example: "see Table 1.3".

5.6.4. Citations should be given to support one's arguments by referring to an authoritative source or to critically analyze a particular printed work. Scientific etiquette requires an exact reproduction of the quoted text, because the slightest shortening of the given extract can distort the meaning laid down by the author.

The general requirements for citation are as follows:

a) the text of the quotation begins and ends with quotation marks and is given in the grammatical form in which it is presented in the source, preserving the features of the author's writing. Scientific terms proposed by other authors are not highlighted with quotation marks, except for those that have caused general controversy. In these cases, the phrase "so-called" is used;

b) the citation must be complete, without arbitrarily shortening the author's text and without twisting the author's thoughts. Omission of words, sentences, paragraphs during citation is allowed without twisting the author's text and is marked with three dots. They are placed anywhere in the quotation (at the beginning, in the middle, at the end). If there was a punctuation mark before or after the released text, it is not saved;

c) each quote must be accompanied by a link to the source;

d) in the case of indirect quoting (retelling, expressing the opinions of other authors in one's own words), which gives a significant saving of the text, one should be precise in expressing the author's opinions, correct in evaluating his results and give appropriate references to the source;

e) if it is necessary to reveal the attitude of the author of the work to certain words or thoughts from the quoted text, then an exclamation mark or a question mark is placed after them in round brackets.

5.7. Preparation of the references

5.7.1. References are an element of the bibliographic apparatus, which contains bibliographic descriptions of the used sources and is placed after the conclusions.

5.7.2. The bibliographic description is compiled directly from the printed work or written out from catalogs and bibliographic indexes in full without omissions of any elements, abbreviations of names, etc. Thanks to this, you can avoid repeated checks, insertion of missing information.

5.7.3. Sources can be placed in one of the following ways: in the order of appearance of references in the text, or in alphabetical order of the surnames of the first authors or titles, in chronological order.

5.7.4. Information about the sources included in the list must be submitted in accordance with the requirements of the state standard DSTU 8302:2015 "Information and documentation. Bibliographic reference. General provisions and rules of compilation" with the mandatory indication of the titles of works.

5.8. Appendices

5.8.1. Appendices are drawn up as a continuation of the thesis on its following pages or as a separate part, placing them in the order of appearance of references in the text.

5.8.2. If appendices are drawn up on subsequent pages of the work, each such appendix must begin on a new page. The appendix should have a title printed at the top in lowercase letters, capitalized first, symmetrically with respect to the text of the page. In the middle of the line above the title, the word "Appendix _" and a capital letter denoting the appendix are printed in small letters with the first capital letter.

5.8.3. Appendices should be marked consecutively with capital letters of the alphabet, for example: Appendix A, Appendix B. One Appendix is designated as appendix A (without the sign "No").

5.8.4. During the registration of appendices, the word "APPENDICES" is printed separately on a sheet in capital letters.

5.8.5. If necessary, the text of each appendix can be divided into sections and subsections, which are numbered within each appendix. In this case, each number is preceded by a designation of the appendix (letter) and a dot, for example: A.2 – the second section of Appendix A; B.3.1 – the first subsection of the third section of Appendix B.

5.8.6. Illustrations, tables and formulas placed in the appendices are numbered within each appendix, for example: Fig. D.1.2 – the second figure of the first section of Appendix D; formula (A.1) is the first formula of Appendix A.

6. Documentary design of the work

The higher education student submits a fully finished work to the thesis supervisor and submits an electronic version of the thesis with mandatory attachments. The student thesis is checked for uniqueness in accordance with the permissible (threshold) percentage of borrowings (but not more than 50 % of borrowings), which is approved at a meeting of the department. The file is checked using the StrikePlagiarism online service. If, as a result of the check, the percentage of borrowings exceeds the threshold value set by the department, a report in .pdf format is transferred to the department to the responsible person for further analysis and refinement.

After considering proposals for improving the company's activities, the head of the practice base can issue a certificate on the possibility of using the research results in the activities of the investigated company or the industry as a whole.

Before submitting the thesis to the supervisor, the student of higher education must put his signature on the title page. After checking the thesis, the supervisor prepares feedback on the thesis, signs the submission to the head of the EC regarding the defense of the thesis and the title page, graphic materials. In the feedback, the manager evaluates the work on a 100-point scale with a brief justification of the assigned score and gives recommendations for protecting the work in the EC and awarding him with a master's educational qualification.

In the descriptive part of the feedback, the supervisor can give a description of the level of general economic training, systematicity and independence in work, the ability to creatively solve tasks and examples of the concrete manifestation of this ability, the tendency of the higher education student to theoretical or practical work; compliance of the completed work with the task for the diploma thesis: the degree of compliance of the work with the requirements for content and design.

The submission to the head of the EC regarding the defense of the diploma thesis contains brief information about the student, the topic of the diploma thesis, a certificate of success of the student of higher education during the entire period of study, confirmation of compliance with the requirements of the DSTU regarding the design of the thesis.

Confirmation of the implementation of the recommendations of the thesis and the possibility of applying the proposals in the work of similar enterprises in the researched industry for the defense of the thesis is an external review.

In the written review of the thesis, it is noted:

relevance of the thesis topic;

the use in the work of the latest achievements in the field of economics, in making management decisions, economic-mathematical modeling, computer technology and other fields of science and technology;

originality, novelty, depth and validity of decisions; the possibility of practical use of the obtained results, shortcomings of the work;

quality of work design and presentation language.

The written review is completed with a general conclusion on the evaluation of the work and the possibility of awarding the higher education student with the educational qualification of a master's degree in economics.

The reviewer must sign the review and indicate his full position (if the reviewer has a scientific degree and/or academic title, they must also be indicated). The reviewer's signature is certified by the seal of the organization in which he works.

7. Preparation and diploma work defense procedure

7.1. Preparation and defense of a diploma work

In the process of preparing for the defense of the diploma work, the student of higher education must prepare a report and agree it with the supervisor.

The report should contain:

the full name of the topic of the thesis and justification of its relevance;

the purpose and tasks determined by the student of higher education during the development of the thesis;

results of analytical studies;

revealed directions and possibilities of optimization of the research subject based on the example of the investigated enterprise;

a conclusion about the possibility of implementing proposals for a diploma thesis and their further development.

Up to 10 minutes are allotted for the speech of a higher education student.

The presentation must be related to the given graphic materials, which must be referred to during the presentation.

Before the defense, the secretary of the EC announces the surname, the first name, and the patronymic of the student of higher education and the supervisor, as well as the topic of the thesis and hands the work to the chairman of the examination commission.

After that, the floor for the report is given to the student of higher education. It is recommended to start the report: "Dear members of the examination committee, dear guests! We offer you a thesis on the topic ...". It is advisable to end the report with the phrase; "The report is over. Thank you for your attention".

It is advisable to build the report not by presenting the content of the work by sections, but by revealing the logic of obtaining the most significant

results. The student must take into account the following tips when preparing the text of his report:

- use simple words and simple affirmative sentences;

- repeat nouns, avoid pronouns;

- do not abuse numbers – provide them exactly as much as is required for an objective view of the problem;

- write numbers, separating every three characters from the right side with a dot;

- avoid unnecessary quotations – you should express, first of all, your own judgments.

The necessary illustrative material for the report should be prepared. Illustrations should, firstly, reflect the main results achieved in the work and, secondly, be consistent with the material being taught.

In the process of using schemes, it is important to ensure their visual perception by commission members. Illustrative material must have a title page with appropriate signatures (Appendix N), contain poster numbering, and have titles.

After completing the preparation of the report, it is necessary to agree on the text of the speech with the manager.

After the presentation, the graduate is asked questions to which he is obliged to give full and comprehensive answers, demonstrating the ability to quickly navigate various issues and the level of professional training, while the recipient is allowed to use the work itself and graphic materials. Questions can be asked both by EC members and those present at the defense. Answers to questions should be concise and consist, as a rule, of two or three sentences. Questions should be answered confidently and clearly. You should give the shortest of all possible answers and not repeat fragments of the report.

After the end of the defense, the EC discusses the results of the defense in a closed meeting. The EC makes a decision on awarding the student an educational qualification, after which the defense results are announced.

In cases where the defense of the thesis is deemed unsatisfactory, the EC establishes the possibility of admitting the candidate to re-defense with the same work with revisions, or notes that he must write a new work on a different topic. A special meeting of the commission may be scheduled for the student who did not submit or defend the thesis due to a valid reason

within the time limits established for the work of the EC during the period for which the personal composition of the EC was approved.

Protected diploma theses and one copy of the graphic material are handed over to the archive of S. Kuznets KhNUE.

7.2. Assessment of a diploma work

The diploma work is evaluated on a 100-point scale (Table 2). During the evaluation of the course work, the following is taken into account: the degree of disclosure of the topic; the content and quality of the work performance; conformity of registration with requirements; completeness and accuracy of answers to questions.

Table 2

The scale for evaluating the results of passing and defending the diploma work

Rating (on a four-point scale)	Rating (on a 100-point scale)
Perfect	90 – 100
Good	74 – 89
Satisfactory	60 – 73
Unsatisfactory	1 – 59

Higher education students who did not defend the diploma work in the appointed time will have an academic debt.

Diploma work assessment criteria:

100 (90) points – the diploma work was completed in full compliance with the requirements of the methodological recommendations for diploma work performance; the content of all paragraphs of the diploma work corresponds to the approved plan; the developed charter of the project is fully substantiated, the materials of textbooks and manuals, monographs, statistical collections and reference books, periodicals and the Internet are used, the ethics of links are respected; the student confirms the high level of the acquired theoretical knowledge and practical skills during the defense, provides correct and reasoned answers to all questions of commission members.

89 (74) points – the diploma work was completed in accordance with the requirements of the methodical recommendations for diploma work

performance; the content of all paragraphs of the diploma work as a whole corresponds to the approved plan, however, there are minor comments regarding the content and design; the developed charter of the project generally covers the necessary information; the materials of textbooks and manuals, monographs, statistical collections and reference books, periodicals and the Internet are involved, the ethics of links are partially observed; the student confirms the appropriate level of the acquired knowledge and skills during the defense, the answers to the questions of the commission members are generally correct.

73 (60) points – the diploma work was completed in partial compliance with the requirements of the methodological recommendations for diploma work performance; the content of the diploma work sections partially corresponds to the approved plan; the developed project charter contains incomplete information; the materials of textbooks and manuals, monographs, statistical collections and reference books, periodicals and the Internet are not up-to-date and partially involved, the ethics of links are partially observed; significant deficiencies in theoretical knowledge are noted, basic skills and abilities are insufficiently formed, answers to the questions of commission members are weakly argued.

59 (1) points – the diploma work does not meet the requirements of the methodological recommendations for coursework performance; the content of the paragraphs does not correspond to the approved plan; the project charter has not been developed; the materials of textbooks and manuals, monographs, statistical collections and reference books, periodicals and the Internet are partially used, the ethics of links are not observed; the student does not have theoretical knowledge, does not give satisfactory answers to the questions of commission members, does not orient himself in the topic of the diploma work.

Recommended reading

1. ДСТУ 3582:2013. Бібліографічний опис. Скорочення слів і словосполучень українською мовою. Загальні вимоги та правила (ISO 4:1984, NEQ; ISO 832:1994, NEQ). [На заміну ДСТУ 3582-97 ; чинний від 2013-08-22]. Вид. офіц. – Київ : Мінекономрозвитку України, 2014. – 15 с. – (Інформація та документація).

2. Вимоги до оформлення дисертацій. Про затвердження Вимог до оформлення дисертації [Електронний ресурс] : Наказ МОН № 40 від 12.01.2017 р. – Режим доступу : <https://zakon.rada.gov.ua/laws/show/en/z0155-17?lang=uk#Text>.

3. ДСТУ 3008:2015. Документація. Звіти у сфері науки і техніки. Структура і правила оформлювання [Електронний ресурс]. – Режим доступу : <https://csm.kiev.ua/nd/nd.php?z=3008%3A2015&st=0&b=1>.

4. Основи наукових досліджень [Електронний ресурс] : навч. посіб. / О. М. Сінчук, Т. М. Берідзе, М. Л. Барановська та ін. – Електронні текстові дані (1 файл: 1,88 Мбайт). – Кременчук : ПП Щербатих О. В., 2022. – 196 с. – Режим доступу : <https://ela.kpi.ua/handle/123456789/47228?locale=uk>.

5. Основи наукових досліджень. Курс лекцій. [Електронний ресурс] : навч. посіб. для здобувачів ступеня магістра за спеціальністю 172 "Електронні комунікації та радіотехніка" / О. Б. Шарпан (уклад.) ; КПІ ім. Ігоря Сікорського. – Електронні текстові дані (1 файл 348 Кбайт, 4.58 авт. аркушів). – Київ : КПІ ім. Ігоря Сікорського, 2023. – 89 с. – Режим доступу : <https://ela.kpi.ua/server/api/core/bitstreams/5b92ca46-f2ed-4f5a-b5d1-6a5270dcba54/content>.

6. Положення про атестацію здобувачів вищої освіти Харківського національного економічного університету імені Семена Кузнеця (нова редакція) [Електронний ресурс]. – Харків, 2024. – 13 с. – Режим доступу : <https://www.hneu.edu.ua/wp-content/uploads/1/Polozhennya-pro-atestatsiyu-zdobuvachiv-vyshhoyi-osvity-HNEU.pdf>.

7. Про вищу освіту [Електронний ресурс] : Закон України №1556-VII від 01.07.2014 р. – Режим доступу : <https://zakon.rada.gov.ua/laws/show/1556-18?lang=en#Text>.

8. Пушкар О. І. Методологія та організація наукових досліджень [Електронний ресурс] : навч. посіб. / О. І. Пушкар. – Харків : ХНЕУ ім. С. Кузнеця, 2020. – 866 с. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/23346>.

9. A Guide to the Project Management Body of Knowledge (PMBOK Guide) – 7th ed. – Project Management Institute, 2021. – 250 p.

Appendices

Appendix A

A recommended list of topics for master's theses

1. Formation (improvement) of the system of comprehensive evaluation of the enterprise's activity.
2. Development of competitive advantages of the enterprise on the basis of benchmarking.
3. Management of innovative activities of the enterprise in conditions of uncertainty.
4. Improvement of the company's sales (activity) policy in the conditions of the digital economy.
5. Management of the company's activities in order to reduce the risks of the company's activities in the conditions of the economic crisis.
6. Improvement (formation) of the system of measures for the introduction of lean production.
7. Development of measures to increase the efficiency of the use of information resources and information support of the company's activities.
8. Improving the use of the enterprise's production capacities in order to increase efficiency in the conditions of digitalization.
9. Implementation of the budgeting system at the enterprise.
10. Management of diversification of a monoprodukt enterprise.
11. Development of measures to optimize enterprise costs.
12. Economic justification of the development of the production infrastructure of the enterprise.
13. Improvement of the ways of maintaining the market positions of the enterprise in the conditions of the digital economy.
14. Differentiation strategy as a way to achieve competitive advantages in a changing environment.
15. Formation of the enterprise's digital marketing strategy.
16. Development (improvement) of the company's personnel motivation system.
17. Improvement of the personnel motivation system in the process of mastering the production of innovative products.
18. Management of anti-crisis activities of the enterprise.

19. Strategic program as a tool for optimizing enterprise costs.
20. Management of resistance to changes in the process of implementing the company's strategy.
21. Financial strategy for updating fixed assets in the conditions of the digital economy.
22. Planning and organizing the introduction of a new product (service) to the market.
23. Measures to increase the competitiveness of the agricultural enterprise's products.
24. Development of measures to activate innovative activities of enterprises of the agrarian complex.
25. Formation and development of competitive advantages of agricultural enterprises.
26. Justification of measures to increase the competitiveness of an agricultural enterprise.
27. Strategic analysis of the competitive position of an agrarian enterprise in the field of crop production (animal husbandry).
28. Economic rationale for investing in an agricultural enterprise.
29. Justification of measures to increase the competitiveness of farms in Ukraine (Kharkiv region).
30. Development of measures to increase the economic security of agricultural enterprises.
31. Justification of measures to improve brand management in the consumer market (in the industrial market).
32. Improvement of the strategic management system at the enterprise.
33. Management of risks at the enterprise and substantiation of directions for their minimization.
34. Improvement of the economic security management system of the enterprise.
35. Development of measures to improve the personnel management system at the enterprise.

A sample application for approval of the thesis topic

To the head of the
Department of
Economics of the
Enterprise
and Business
Organization
Tetiana VLASENKO

Student(s) of higher
education of the second
(master's) level, group

(Full name)

Application

Please approve the topic of the thesis:

" _____ " .
(the title of the topic)

Date

Signature of the student

Agreed:
research supervisor,
scientific degree,
academic title, position

(signature)

(Full name)

Appendices:

1. A detailed plan (introduction; sections 1, 2, 3; conclusion; literature).
2. An abstract.
3. References.

A sample of an abstract on the subject of the thesis
"Development of measures to improve the efficiency of enterprise operations"

ABSTRACT

of the master's thesis on the topic:
"Development of measures to improve the efficiency of enterprise operations"

The thesis consists of 64 pages, 26 tables, 4 figures, 3 formulas, a bibliography of 54 references spanning 6 pages, and 4 appendices covering 12 pages.

The subject of the study is the theoretical and methodical foundations for improving enterprise efficiency.

The object of the study is the process of enhancing the efficiency of enterprise operations.

The purpose of the thesis is to substantiate theoretical principles, methodical approaches, and practical recommendations for improving enterprise efficiency.

The objectives of the thesis are: to study the theoretical and methodical foundations of improving enterprise efficiency; to analyze the efficiency of enterprise resource utilization; to analyze the impact of external environmental factors on enterprise efficiency; to develop measures to enhance enterprise efficiency; to plan the main financial and economic indicators of the enterprise's activities and evaluate their effectiveness.

Based on the research results, the application of modern soil cultivation technology, Verti-Till, was proposed to increase crop yields, along with upgrading the enterprise's machinery and tractor fleet. The obtained results can be applied in the practical operations of the enterprise to improve its efficiency.

Keywords: efficiency, enterprise, profit, profitability.

Year of thesis completion and defense: 2025.

**A statement on compliance with professional ethics
in the process of writing a thesis**

I am a graduate of the second (master's) level of higher education, the second year of study in specialty 051 "Economics", the educational and professional program "Business Economics" of the Educational and Scientific Institute of Economics and Law of S. Kuznets KhNUE, I declare that in my thesis on the topic:

"

"

which is submitted to the examination board for public protection, the rules of professional ethics are observed, which do not allow plagiarism, falsification of data and false citation when writing a thesis.

I am familiar with the current normative acts of S. Kuznets KhNUE, according to which the presence of plagiarism, falsification of data and false citation is a reason for not being allowed to defend the thesis at the examination committee and for the deprivation of the diploma, in case of a proven fact of plagiarism, falsification of data and false citation in the work, discovered after receiving a document on higher education.

(Full name)

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An example of a thesis plan on the topic "Management of innovative activities of a manufacturing enterprise"

INTRODUCTION

SECTION 1. THEORETICAL BASIS OF THE INNOVATIVE ACTIVITY OF THE ENTERPRISE

- 1.1. Innovative activity of the enterprise: essence, stages, classification
- 1.2. Characteristics of the process of management of innovative activities of the enterprise
- 1.3. Modern national and global trends in the development of innovative activities at enterprises

SECTION 2. ASSESSMENT OF THE EFFICIENCY OF THE INNOVATIVE AND PRODUCTION-ECONOMIC ACTIVITIES OF ELEKTROMASHYNA JSC

- 2.1. General characteristics of the JSC "ELEKTROMASHYNA" enterprise
- 2.2. Analysis of the impact of the external environment on the company's activities
- 2.3. Diagnostics of the internal environment of the enterprise

SECTION 3. JUSTIFICATION OF MEASURES TO IMPROVE THE INNOVATIVE ACTIVITIES OF ELECTROMASHYNA JSC

- 3.1. Determination of the main directions of strengthening the innovative potential of the enterprise
- 3.2. Development of measures to improve the management of innovative activities of the enterprise
- 3.3. Evaluation of the effectiveness of the proposed measures and their impact on the company's activities

CONCLUSION

REFERENCES

APPENDICES

The title page of the thesis

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS
EDUCATIONAL AND SCIENTIFIC INSTITUTE OF ECONOMICS AND LAW
DEPARTMENT OF BUSINESS ECONOMICS AND BUSINESS ORGANIZATION**

Study program
Speciality
Study cycle
Group

Second (master's)
Economics
Business economics
8.04.051.200.22.1

THESIS

on the topic "Management of innovative activities of the
production enterprise"

Performed by: Iryna PETRENKO

(signature)

Supervisor: Candidate of Economic Sciences, Associate Professor Volodymyr
USHKALYOV

(signature)

Consultant: _____

(signature)

Reviewer: General Director of the PJSC "Technology Park "IMK"
Sergey TKACHENKO

An example of a submission to the head of the examination commission

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

**SUBMISSION
TO THE HEAD OF THE EXAMINATION COMMISSION
CONCERNING THE DEFENSE OF THE THESIS**

Iryna PETRENKO, a second (master's) level higher education student, is directed to defend her diploma thesis in specialty 051 "Economics" of the "Business Economics" educational program on the topic "Management of innovative activities of a manufacturing enterprise".

The topic and supervisor of the thesis were approved by the rector's order dated _____.
No. _____.

Director (head) of the Educational and Scientific
Institute of Economics and Law: Mykhailo BRIL

Certificate of success and compliance with DSTU requirements

During her studies at the Faculty of Economics and Law from 2023 to 2025, Iryna PETRENKO fully completed the curriculum according to the educational program with the following distribution of grades according to: national scale: excellent _____%, good _____%, satisfactory _____%.

Specialist of the Educational and Scientific Institute of
Economics and Law: Georgette FED

The thesis supervisor's conclusion

Iryna PETRENKO completed her thesis in full and within the given time frame. The content of the work as a whole corresponds to the chosen topic, the developed measures are justified. The style and language of the presentation of the thesis meet the requirements that are put forward for works of this level. In the process of writing the work, scientific-methodical and normative sources on the topic of research, financial, managerial and statistical reporting of the enterprise were used. The work was performed using information technologies. Based on the results of the research, a scientific article was prepared for publication in a professional collection of scientific works. The thesis is recommended for defense at the EC.

Work supervisor _____ Volodymyr USHKALOV

The conclusion of the department on the thesis

The thesis was reviewed at the meeting of the Department of Enterprise Economics and Business Organization, protocol No. ____ of "____" 2025. The student Iryna PETRENKO is admitted to the defense of this work at the examination committee.

Head of the department _____ Tetiana VLASENKO

An example of the generalization of theoretical approaches to the definition of the term

Table F.1

Approaches to the interpretation of the concept of innovative activity of the enterprise

The authors	Definition of the concept of innovative activity of the enterprise
Amosha O. I.	The irreversible process of transition from one state to another, which is characterized by a set of changes due to the introduction of innovative transformations, which lead to the formation of new properties of the system, changes in its qualitative state, growth of abilities, competences, potential and the level of efficiency of its activity, strengthening of the system, as well as formation of the ability to resist the destructive forces of the external and internal environment
Zabrodskyi V. A.	A set of relationships arising in the course of purposeful improvement of the economic efficiency and competitiveness of the organization based on innovations
Illiashenko S. M.	The business process, which is based on the continuous search and use of new ways and areas of realizing the potential of enterprises in the changing conditions of the external environment within the framework of the chosen mission and accepted motivation of activity and is connected with the modification of existing and the formation of new sales markets
Krasnokutska N. V.	A complex process of an applied nature of creating and implementing innovations for the purpose of qualitative changes in the object of management and obtaining an economic, social, ecological, scientific and technical or other type of effect, which is associated with a necessary condition for the survival and development of enterprises in the long term
Mykytiuk P. P.	The process of finding and creating new products and processes based on the use of all available means and capabilities of the enterprise, which leads to qualitative changes (increasing competitiveness, increasing stability in changing external conditions, forming new sales markets, etc.)
Piliavoz T. M.	The process of purposeful, consistent movement of the enterprise to a balanced state of innovation under the influence of the synergistic action of external and internal factors that determine the stability of the organizational and functional system of the enterprise in the conditions of a market economy, which is characterized by a quality result achieved depending on the intensity and speed of innovative processes at the enterprise
Tymoshchuk L. S.	Achieving strategic goals and tasks of the enterprise through the formation and implementation of its innovative potential

Examples of generalization of the studied material

Table G.1

Analytical characteristics of STEEPLE-factors of the macro environment of the enterprise

Groups of factors	Manifestation of the factor	The nature of the impact on the development of the enterprise ("+" - means promoting development, "-" means hinders development, "+/-" or "-/+" means that the impact is ambiguous)	Strength of influence (on a 10-point scale, where "0" is no influence, "10" is a determining influence)
Political (P)			
Economic (E)			
Social (S)			
Technological (T)			
Legal (L)			
Ethical (E)			
Ecological (E)			

Table G.2

Characteristics of opportunities and threats of the enterprise

Groups of factors	Factors of the external environment that open up opportunities for the enterprise			Factors of the external environment that pose threats to the enterprise		
	Probability of occurrence (Pi)	Impact strength on a 10-point scale (Oi)	Strength of influence taking into account the probability of occurrence**	Probability of occurrence (Pi)	Strength of influence on a 10-point scale (Ti)	Strength of influence taking into account the probability of occurrence **
Political (P)						
Economic (E)						
Social (S)						
Technological (T)						
Legal (L)						
Ethical (E)						
Ecological (E)						
Overall evaluation *	x			x		

* It is necessary to take into account the information given in Table F.1.

** Calculate according to the formulas: 1) for possibilities: $O = \sum O_i \times P_i$; 2) for threats: $T = \sum T_i \times P_i$, where i is the index of the factor.

An example of analysis and evaluation

Table H.1

Analytical characteristics of the company's competitors

Characteristic signs Location	Characteristics of competitors			
	C1 (specify the name of the competitor's company)	C2	C...	Cn
Time of creation of the enterprise				
Main competitive intentions (to be a leader in the industry, to become a leader in the industry, to be in the group of leaders, to move to the group of leaders, to move one or two positions in the industry ranking, to defeat a specific competitor, to maintain one's position, to survive)				
Width and depth of assortment				
Price range (low, medium, high)				
Product quality (low, medium, high)				
Evaluation of customer (consumer) loyalty to the company's products (high, average, low/stable, unstable)				
Market share (%)				
Market share dynamics over the past 3 – 5 years (stable, growing, decreasing)				
The main competitive strategy (by costs, differentiation, focus)				
The nature of competitive actions of enterprises (mostly offensive, mostly defensive, a combination of offensive and defensive actions; aggressive, with a high degree of risk, conservative)				
Excellent characteristics				
Weaknesses of the competitor				
Characteristic signs				

An example of analysis and assessment of the internal environment of the enterprise

Table I.1

SWOT-analysis

Strengths 1. 2.	Weaknesses 1. 2.
Opportunities 1. 2.	Threats 1. 2.

Table I.2

Matrix of strategic balance (SWOT)

	Opportunities Decision: Use?	Threats Decision: soften?
Strengths Decision: support? develop?	SO field Decision: support and development of strengths in the direction of realizing the opportunities of the external environment	ST field Decision: leverage strengths to mitigate / eliminate threats
Weaknesses Decision: eliminate? in what order?	WO field Decision: overcoming the weaknesses of the enterprise at the expense of the opportunities of the external environment	WT field Decision: "crisis field" – overcoming weaknesses, eliminating threats or liquidation

An example of analysis and evaluation

Table J.1

Analysis of technical and economic indicators of the enterprise

Indicators	Value on a yearly basis		Deviation	
	Previous year	Reporting year	Absolute deviation, (+;-)	Relative deviation, %
1. Net income from the sale of products (goods, services), thousand UAH				
2. Cost of sold products, thousand UAH				
3. Gross profit/loss, thousand UAH				
4. Other operating income, thousand UAH				
5. Administrative expenses, thousand UAH				
6. Sales expenses, thousand UAH				
7. Other operating expenses, thousand UAH				
8. Net profit/loss, thousand UAH				
9. Fixed assets, thousand UAH				
10. Average registered number of employees, persons				
11. Labor productivity, thousand UAH/person				
12. Average annual salary, thousand UAH/person				
13. Average annual cost of fixed assets, thousand UAH				
14. Fund return, hryvnias/hryvnias				
15. Capital capacity, hryvnias/hryvnias				
16. Fund armament, thousand UAH/person				
17. Costs per 1 UAH of sold products, UAH/UAH				
18. Material yield, hryvnias/hryvnias				
19. Material capacity, hryvnias/hryvnias				

Table J.2

Analysis of the technical condition of fixed assets

Indicator	Previous year	Reporting year	Deviation	
			Absolute deviation, (+;-)	Relative deviation, %
Initial cost, thousand UAH				
Residual value, thousand UAH				
Depreciation, thousand UAH				
Depreciation rate				
Suitability factor				

Table J.3

Analysis of the cost structure according to economic elements

Indicator	Previous year		Reporting year		Deviation		
	Value, thousand UAH	Share, %	Value, thousand UAH	Specific gravity, %	Absolute deviation, (+;-)	Relative deviation, %	In the structure, %
Material costs							
Labor costs							
Social deduction activities							
Amortization							
Other operating expenses							
Total							

Table J.4

Analysis of the financial results of the enterprise

Indicator	Value on a yearly basis		Deviation	
	Previous year	Reporting year	Absolute deviation, (+;-)	Relative deviation, %
Net income from the sale of products (goods, works, services)				
Cost of goods sold (goods, works, services)				
Gross: profit (loss)				
Other operating income				
Administrative costs				
Sales expenses				
Other operating expenses				
Financial result from operating activities: profit (loss)				
Other income				
Financial expenses				
Other expenses				
Financial result before taxation: profit				
Expenses (income) from income tax				
Net financial result: profit (loss)				
Profitability of sold products				
Profitability of sales				
Net profitability of products				
Net return on capital				
Net return on assets				
Operating return on capital				
Operating profitability of assets				

Table J.5

Analysis of balance sheet asset items

Assets, thousand UAH	Value on yearly best		Deviation	
	Previous year	Reporting year	Absolute deviation, (+;-)	Relative deviation, %
1. Non-current assets				
2. Fixed assets				
3. Current assets				
4. Stocks and costs				
5. Accounts receivable				
6. Cash				
Balance				

Table J.6

Analysis of balance sheet liability items

Liabilities, thousand UAH	Value on a yearly basis		Deviation	
	Previous year	Reporting year	Absolute deviation, (+;-)	Relative deviation, %
1. Own capital				
2. Ensuring the following costs of payments				
3. Current liabilities				
Balance				

An example of evaluating the effectiveness of the proposed measures

The main indicators of economic efficiency from the proposed measures in the strategic aspect are: net discounted income, profitability index and payback period.

Net discounted income (NDI) is the balance of all operating and investment cash flows, which additionally takes into account the cost of capital employed. The NDI of the project will be positive, and the project itself will be efficient, if the calculations show that the project covers its internal costs, and also brings the capital owners an income not lower than the discount rate. Net discounted income is calculated according to formula (K.1):

$$\text{NDI} = -\text{CC} + (P_t / (1 + e)^t), \quad (\text{K.1})$$

where CC is capital costs for carrying out the developed event, thousand UAH;

P_t is increase in profit from the introduced measure, thousand UAH;

e is interest rate (discount rate);

t is calculation period, years.

If $\text{NDI} > 0$, then the project is profitable.

If $\text{NDI} < 0$, then the project is unprofitable and should be rejected.

If $\text{NDI} = 0$, then the project is neither profitable nor unprofitable.

The profitability index (PI) is one of the indicators of project efficiency. It is the ratio of the amount of cash flow to the amount of capital expenditures. For effective projects, the profitability index is greater than or equal to one. The profitability index is calculated according to formula (K.2):

$$\text{PI} = \text{CF} / \text{CC}, \quad (\text{K.2})$$

where CF is cash flow, thousand UAH;

CC is capital costs, thousand UAH.

Cash flow is the difference between income and expenses of an economic entity, expressed in the difference between received and earned payments.

In general, this is the sum of the retained earnings of the enterprise and its depreciation deductions, which are kept to form an own source of funds for the future renewal of the fixed capital. Cash flow (CF) taking into account time is calculated according to formula (K.3):

$$CF = P_t / (1 + e)^t. \quad (K.3)$$

The payback period is defined as the period for reimbursing the initial investment funds based on the accumulated net real cash flows due to the implementation of the project. To determine it, it is necessary to calculate the accumulated discounted cash flows for the project, to find the number of full years (months, quarters) preceding the year in which the accumulated value of the NDI changes from negative to positive.

Table K.1

Calculation of the payback period

Cash flows	Initial investment	Receipts			
Years	0	1	2	3	4
Net cash flow, thousand UAH					
Net discounted cash flow, thousand UAH					
Accumulated net discounted cash flow, thousand UAH					
Discount payback period, years					

The accumulated net discounted cash flow represents the uncovered portion of the initial investment. Every year, as profits are received from investments, this value decreases.

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5. Basic Law for the Federal Republic of Germany as of May 1949. Berlin : Deutscher Bundestag, 2024. 140 p.

Linguistic features of the scientific style

Scientific style is a functional style of modern Ukrainian literary language that serves science, technology, and production.

The main linguistic means of the scientific style are a large number of terms, schemes, tables, graphs, abstract and often foreign language words, scientific phraseology (stable terminological phrases), quotations, references; lack of emotional/expressive synonyms, suffixes, ambiguous words, artistic tropes, individual neologisms.

Characteristic features of the scientific style are presented in Table M.1.

Table M.1

Characteristic features of the scientific style

Subdivisions of literary language	Basic language tools in a scientific style
1	2
Vocabulary and phraseology	<p>Words in scientific works are used in their direct meanings, there are few synonyms in scientific works. Comparisons predominate among figurative means. They help to form a comprehensive picture of the subject of research.</p> <p>Most of the information is taught using scientific and special terms. Words and established phrases are used, which help to consistently and logically connect separate elements of the scientific text, for example, such stable phrases as: to present the results, as the analysis showed, on the basis of the obtained data, summarizing the indicated, it follows that, as such way, however, in addition to this, on the other hand, in turn, in this case, firstly, secondly, thirdly, etc., described, presented results, based on the received data, as shown by the research.</p> <p>It is especially necessary to single out words that indicate the degree of probability (really, clearly, probably), the objectivity of the given information (think, believe, claim, seems, possible). These linguistic turns will give the expression a relative character. But absolute statements require the highest degree of responsibility from the author</p>

Table M.1 (the end)

1	2
Morphology	<p>In the texts of scientific papers, when qualitative adjectives are used, preference is given to analytical (compound) forms of degrees of comparison (to maintain the same style of speech), using the words (most) most, (most) least.</p> <p>Numerals are mostly written not in words, but in numbers. An exception is made only for numerals in the text of the oral report, when they are written in words to emphasize fractional parts and units (one and five hundredths, two million three hundred forty three thousand five hundred eighty one).</p> <p>Verbs and verb forms have a special information load in the text of scientific papers. Passive constructions are often used, which is due to the need to emphasize the object of action, the subject of research (for example, "this thesis examines...").</p> <p>Among the pronouns, those belonging to the category of demonstratives (this, that, such, which) are especially common. They do not only specify the subject, but also determine the logical connections between the parts of the statement. Instead of the pronoun "we", it is recommended to use the form of presentation in the third person ("the author believes ...").</p>
Syntax	<p>An important feature of the syntax of the scientific language is the inclination towards elaborate complex sentences with a branched system of various types of subordination. A large share belongs to complex sentences, in particular with causal and consequential relations. Such sentences most closely correspond to the specifics of a scientific presentation</p>

**An example of design of the title page of the demonstration material for
the thesis**

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SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Educational and Scientific Institute of Economics and Law
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acquirer _____
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Kharkiv, 2025

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НАВЧАЛЬНЕ ВИДАННЯ

**Методичні рекомендації
до виконання дипломної роботи
для здобувачів спеціальності 051 "Економіка"
освітньої програми "Економіка бізнесу"
другого (магістерського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

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Коректор *З. В. Зобова*

Розглянуто порядок написання, оформлення та захисту дипломної роботи, наведено перелік тем, запропонованих для дослідження. Наведено окремі приклади узагальнення, аналізу та оцінки конкретних економічних питань, а також вимоги до оформлення роботи.

Рекомендовано для здобувачів вищої освіти економіко-правового факультету спеціальності 051 "Економіка" освітньої програми "Економіка підприємства".

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