



Ministry of Education and Science of Ukraine
SUMY STATE UNIVERSITY
Oleg Balatskyi Department of Management

GUIDELINES
on writing and defense
of the qualification work for the educational programme
073 “Management”

for educational and qualification level “Bachelor”
(full-time study)

Sumy

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Oleg Balatskyi Department of Management

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1. The procedure for the preparation and accomplishment of the bachelor's thesis

1.1 General provisions

Bachelor's thesis is an important form of the final state attestation of students of the Bachelor program in Management.

On the basis of this bachelor's thesis the State Examination Board determines whether the knowledge of the graduate corresponds to “Bachelor” qualification and his/her ability to work independently in the field of management.

Graduate qualification thesis within this professional area is the result of an independent integrated study of one of the pertinent problems of management:

- the determination of the strategy of business entity in response to the market adaptation;
- the organisation and management of business entity activity and its functional units;
- the substantiation of possible ways and methods to improve economic mechanisms of the enterprise;
- the improvement of the effectiveness of the managerial decisions etc.

The defence of the bachelor's thesis at State examination commission is the final stage of the foundation study course at higher education institute and coupled with the results from integrated state examination forms the ground for obtaining education and qualification level of “bachelor” in management.

The bachelor thesis can form the foundation for writing up the master's theses.

1.2 Topics of bachelor's thesis

The topic for a bachelor's thesis is selected by a student, corrected by a supervisor of the work, agreed by the head of the department and approved by the University's rector. It is compulsory to choose the topic that complies with the content and the directions of the programme. When choosing a topic it is required to consider its actuality, relevance to enterprises (organisations), on the basis of which the work will be performed; possibility to obtain and process the appropriate factual material; the availability of own personal scientific and methodical experience. After topic approval, a scientific supervisor provides a student

with the tasks and agrees the timetable for the completion of a bachelor's thesis.

Recommended topics for Bachelor's Thesis

Improving the organizational structure and the development of the enterprise management system

1. Analysis of the enterprise management system
2. Modernization of managerial organizational structure
3. Personnel motivation as a factor of efficiency improvement of management system
4. Development of the production enterprise management system
5. Development of the mechanism of the enterprise structure organization for entering foreign markets
6. Improving the management system of housing and communal services during the reforms
7. Improving the management structure of the enterprise.
8. Management of organizational changes in the developing organization.

Management of the organization (enterprise)

9. Analysis of organizational and cultural peculiarities and their dynamics at the trading enterprise
10. Management of modernization of production and technical base of the enterprise in modern economic conditions.
11. Crisis management at the modern enterprise
12. Crisis management of the enterprise under the threat of bankruptcy
13. Business planning as the evaluation of the production development reasonability
14. Economic analysis in managerial decision making
15. The use of PR-technologies in modern company management system
16. Motivational factor in the enterprise management system
17. Features of enterprise management in the conditions of transformation of property relations
18. Peculiar features of the enterprise management in terms of transformation of ownership relations
19. Evaluation of production resources use of the enterprise
20. Evaluation of the affiliates' efficiency functioning in the organization structure
21. Improvement of the management system at the enterprise
22. Improvement of the operative management system at the enterprise
23. Improvement of tourism organization management (on the example of the travel company ".....")
24. Management of small enterprises privatization process

25. Management of the production (activity) profitability at the enterprise (organization)
26. Management of print media on the example of ...
27. Management of small enterprises (case study of ...)
28. Management of repair-and-mechanical production development at the enterprise
29. Management of trading enterprise (case study of...)
30. Formation of a courier business system in Ukraine
31. Formation of the system of repair and maintenance of equipment of the enterprise main workshops
32. Ways to improve enterprise performance efficiency
33. Managerial peculiarities of the enterprise in ... field
34. Management of the enterprise under market conditions

Planning, accounting and control at the enterprise

35. Peculiar features of planning at the enterprise of ... industry
36. Improvement of personnel planning system at the production enterprise
37. Peculiar features of human resource planning development at the modern enterprise (case study of ...)
38. Marketing activity planning of the company (case study of ...)
39. Business planning as a tool to improve the efficiency of the enterprise operation
40. Accounting information use at modern enterprise management
41. Organization of the internal control in the system of enterprise management
42. Implementation of the internal auditing system at the enterprise

Cost management

43. Management of air protection costs at the thermal electric power stations
44. Cost management at baking enterprises
45. Organization of cost management system at the enterprise
46. Management of costs and inventories of the enterprise.
47. Management of logistics costs of the enterprise.
48. Logistics management system of the enterprise.

Quality Management

49. Organizational and economic leverage of the products (services) quality management at the enterprise (organization)
50. Development of products (services) quality management and ensuring its competitiveness at the enterprise (organization)
51. Development and improvement of certification in quality system at the enterprise (organization)

52. Products (services) certification system of as a tool of quality management at the enterprise (organization)
53. Improvement of quality system at a modern enterprise
54. Management of products competitiveness at the enterprise
55. Hotel services quality management in the field of tourism business
56. Quality management as a part of the overall enterprise management system

Strategic Management

57. Common features and contradictions of strategic and crisis management of the enterprise
58. Development of competitive strategy for the machine-building enterprise (case study of ... plant)
59. Strategic management of marketing activities at the enterprise
60. Strategic management of commutant company (case study of ...)
61. Analysis and grounding of the enterprise development strategy (case study of ...)
62. Formation of the enterprise product strategy
63. Mandatory state pension insurance as a tool of social state policy management
64. Crisis management at the regional level

Personnel Management

65. Personnel motivation in terms of crisis
66. Improvement of personnel management at the enterprise
67. Analysis of staff management system (case study of ...)
68. Improvement of the human resources management progress (case study of ...)
69. Motivational factor in the activity of managers and specialists of marketing service of the enterprise (organization)
70. Peculiar features of the personnel development system management under current market conditions
71. Personnel motivation as a factor of the improvement of management system efficiency (case study of ...)
72. The system of organization and labor regulation at the enterprise (organization)
73. The system of organization of managerial work in the company
74. Improvement of organization and payment system at the enterprise (organization)
75. Peculiar features of staff management at the chemical enterprise (case study of ...)
76. Analysis of personnel management system of the enterprise

77. Peculiar features of personnel policy formation at the enterprise in terms of market economy
78. Motivational factor in the personnel management system at modern production enterprises.
79. Conflict management and methods of their resolution in modern organizations (case study of....).

Information Technology in Management

80. The role of information in society management
81. Using information technology in management of retail pharmaceutical enterprises
82. Information support of a trading enterprise in terms of market close to saturation (case study of ...)
83. Value of information systems in personnel management
84. Optimization of enterprise informational flows management
85. Grounding of the practicability of implementing new information tools in management of the enterprise (organization)
86. Improvement of information support of management based on new information technology at the enterprise (organization)
87. Using information technology in operative management of the enterprise.

Logistics

88. Organization of sales activity of the machine building enterprise (case study of ...)
89. Improvement of materiel assets management (case study of ...)
90. Logistics management in commercial activity
91. Organizational and economic provision of the compressor equipment modernization at power enterprises of Ukraine
92. Organization of sales activity of small enterprises (case study of ...)
93. Formation of the enterprise logistics system
94. Fright transportation management at the enterprise
95. Formation of the system of materiel and technical support of agricultural production under market conditions
96. Improvement of materiel and technical support management at the enterprise (organization)

Investment management

97. Management of investment projects under modern conditions
98. Management of the formation of the investment portfolio of the enterprise.
99. Management of investment risks at the machine building enterprise (case study of ...)
100. Methods of making investment decisions at the enterprise

101. Financial management in a modern enterprise management system (case study of ...)
102. Grounding of the reasonability of creating a foreign owned organization
103. Using of modern financial instruments in the activity of organization
104. Financial risk management at the enterprise
105. Analysis of the investment strategy of the enterprise

Management of Marketing Activity. Advertising. PR Technology. Innovation Management

106. Introduction of automation systems for marketing management at the enterprise.
107. Using of PR Technology in modern company management
108. Marketing communication in the system of enterprise management
109. Organization and management of sales activity at the enterprise
110. Organization and management of marketing activity at the enterprise
111. Organization of advertising activity by means of Internet resources use
112. Strategic management of marketing activity at the enterprise
113. Management of the product policy at the enterprise
114. Management of pricing as a tool for providing the competitive advantages of the enterprise
115. Formation of the system of support service of products at the enterprise
116. Innovation management as a factor of increasing of the enterprise viability
117. Peculiar features of innovative projects management at the enterprise

Corporate Management

118. Corporate management in terms of enterprises (organizations) restructuration
119. Choice of investment sources at the stage of the JSC restructuration
120. Choice of strategic investors of the JSC at the stage of new markets development
121. Organization of emission and placement of shares while starting the JSC
122. Corporate culture in the JSC management
123. Peculiar features of corporate culture in corporations of various branches

1.3 Content, structure and scope of bachelor's thesis

The bachelor's thesis consists of the following elements:

- Title page, which shall be presented on a standard form (Appendix A)
- Summary (Appendix B);
- Annotation (Appendix C);
- Structural abstract (Appendix D);
- Table of content (Appendix E);

- Introduction (2-3 pages);
- The first chapter (20% of the total volume of the thesis);
- The second chapter (40% of total volume of the thesis);
- The third chapter (40% of the total volume of the thesis);
- Conclusions (2-3 pages);
- List of references;
- Appendices (if necessary).

The introduction comprises the following:

- Assessment of the current state of the problem, practically acknowledging the solved tasks, knowledge gaps that exist in the sector, previous research in the area;
 - Global trends of the set task accomplishment;
 - The relevance, actuality of this work, scientific and practical significance of its development;
 - Aims and objectives;
 - The subject and object of study;
 - Main research and practical results of the work.

Each of the chapter should include sections (minimum - 2, maximum - 5). The chapters include the main content of study: theoretical foundations, problems, practical questions, experience in problem solving.

The first chapter should outline the main theoretical and methodical provisions of the topic, problematic questions, clarify and deepen them with current trends in the research subject. The author should demonstrate deep knowledge of current level of economic studies, identify disputing and unresolved aspects of the topic, define the attitude towards them and outline ways to address them. Theoretical approaches have to determine methodological approaches, methods and means for the analysis of the studied issues mentioned in the next section.

The second chapter should include organisational and economic analysis of the problem in question with regards to specific sector of the economy, region, branch or specific organisation (enterprise). It must use modern statistical and economic-mathematical methods of the analysis and application of computers.

The third chapter should provide specific economically, socially and environmentally substantiated proposals regarding strategic and practical decisions of formation, development and operational activity of the study objects, utilization of resource, research and technology, organisational and infrastructural potential.

The nature and content of the activities, which are proposed, should be based on analytical and predictive assessments of the functioning and development of the research object and on thorough technical and economic calculations. It is recommended to use computer technology, economical, mathematical, statistical methods and models for studying the economic processes and phenomena.

The conclusion includes the concise main theoretical and practical summary of the thesis, recommendations regarding the implementation of the study results.

List of references should contain not less than 35 references with the citations made throughout the text.

Appendices

Appendices can include:

- Additional figures or tables;
- Materials that due to the volume, specific statement or submission that cannot be included in the main part of the thesis (original photos, intermediate proofs, formulas, calculations, instructions, methods, description of computer programs, which were developed in the course of work etc.).

2 Formatting of the bachelor's thesis

2.1 General requirements

The length of the thesis has to be 40-50 pages of typescript text excluding list of references and appendices. The thesis is printed on one side of a sheet of white A4 paper (210 x 297 mm) using font Times New Roman in Word application size 14 with one and a half line spacing.

The text of the thesis is printed with the following margins: left – 30 mm, right - 10 mm, top - 20 mm, bottom - 20 mm.

Print font should be clear, of a black colour, stoke weight. The density of the text should be the same throughout the thesis.

The text of the main part of bachelor thesis is divided into chapters, sections, paragraphs and subparagraphs. The titles of the structural parts of the thesis are “LIST OF CONTENT”, “LIST OF ABBREVIATIONS”, “INTRODUCTION”, “CHAPTER”, “CONCLUSION”, “LIST OF REFERENCES”. “APPENDICES” are printed using capital letters (centred). The titles of the sections are printed using small letters (except the first large letter) with paragraph indentation. There should not be a point at the end of the title.

Intervals between the title of the chapter and sections should be two - three lines, while text is separated from the section title using one line interval. It is not allowed to place title of the chapter, section, paragraph and subparagraph at the bottom of the page, if there is only one line left of the main text.

It is required to begin each block of the thesis on a new page. Thesis should be intertwined or filed into a folder. Example of the titles of section and subsection is provided in Appendix E.

2.2 Numbering

Numbering of pages, chapters, sections, paragraphs, subparagraphs, figures, tables, formulas should be stated in Arabic numerals without №.

The title page is the first page, which is included in overall numbering. The page number on the title page, resume, annotations and structural abstract should not be placed, while other pages should have page number in the top right corner without a point at the end. The chapter number is placed after the word “Chapter”, without the dot after the number and then the title should be placed on a new line.

Sections are numbered within each chapter. The number of the section consists of the number of chapter and section separated by dot, for example: “2.3” (third section of the second chapter). Then, in the same line the title is placed.

The numbers of tables, figures, formulas should consist of the chapter number and sequence number with a dot between the numbers. For example: “Figure 1.2 - Plan of material flows” (second figure of the first chapter).

The numbers of formulas are written beside on the right hand side at the level of the formula in round brackets, for example: (3.1) (the first formula within the third section).

2.3 Figures

Figures (photographs, drawings, charts, graphs, maps), tables and formulas must be placed in the paper immediately after the text where they are mentioned for the first time, or on the next page, centred.

Figures

Example of a figure is provided in appendix G.

Photographs of at least A4 size should be pasted on the A4.

Figures are numbered within each section. The figure number consists of the section number and the sequence number of the figure in this section, which are separated by a period, for example, "Figure 3.2" - the second figure of the third section.

Figures of each appendix are numbered separately. The application number of the appendix consists of the symbol of the appendix and the ordinal number of the figure in the appendix, separated by a period. Example,

"Figure B.1 - _____", i.e. the first figure of Annex B.

2.4 Tables

A sample of the table is provided in appendix H. If rows or columns of the table stretch beyond the page margins, the table has to be split into parts, placing one part underneath the other, or beside or transferring one part of the table to the next page, while in the first case in each part of the table it is required to place the headings, whereas in the second case – the side bar.

The word “*Table*” is written once on the right side of the first part of the table. Subsequent parts of the table are titled: “*Table continued*” with the number of table.

The name of the table should reflect its content, be specific and concise. If you can understand the contents of the table from the text of the report, its name may be omitted. The name of the table is printed in capital letters and placed above the table with a paragraph indent. Example,

"Table 3.1 - _____", i.e. the first table of the third section.

The titles of table columns start with a capital letter (Sentence case), and subtitles start with a lowercase letter if they make one sentence with the title. Subtitles, which have an independent meaning, start with capital letter (Sentence case). At the end of the title and subtitles of the tables should be a dot.

2.5 Listing

Listings (if necessary) are submitted in sections, subsections, paragraphs and / or sub-paragraphs. The list is preceded by a colon (except for explanatory numberings in the figures).

If there are submitted lists of one level of subordination, to which there are no references in the report, a dash is placed before each of the lists. If the report contains references to the lists, the subordination is

indicated with lower case letters of the Ukrainian alphabet, then in Arabic numerals, then in dashes.

After a number or letter of a certain position of the list should be put a parenthesis.

An example of a list with different levels of subordination

- a) _____;
- b) _____;
- 1) _____;
- 2) _____;
- _____;
- _____;

The text of each listed item should start with a lowercase letter with a paragraph indent relative to the previous level of subordination.

2.6 Formulas

Above and below each formula or equation it should be left at least one blank line. Explanation of the symbols and the numerical coefficients, which are part of formulas or equations, should be presented right after the formula in the order in which they appear in the formula or equation.

Explanation of the meaning of each symbol and the numerical coefficient should be provided from a new line. The first line of the explanation begins with a paragraph with a word "where" without a colon.

2.7 References

Citations to the sources used

When writing a thesis the student should always refer to the sources or materials or some of the results, which are given in bachelor work. References in the text should be indicated with sequence number for a list of links allocated in brackets, for example, "... in the works [1-7] ...". Reference number must match its bibliographic description in the references.

Quotations

Quotations in the text: "... after examining the motives and reasons for forming or joining an integrated supply chain, the company must address how to establish and manage the supply chain [6, p. 3]"

The corresponding source in the list of references:

6. Doronin M.S. Communications in business and management: Study guide - K.: KM Asayetia, 1998. - 192 p. References to figures, which

appear in the thesis, should be assigned with the number, for instance: “figure 1.2.”.

References to formulas within the thesis indicate the number in brackets, for example: “...in formula (2.1)”. When referring to the table the word “table” in the text is written, for example: “... in table 1.2”. In repeated references to tables and figures it should be stated “see” for example, “see table 1.3”.

Plagiarism

It is strongly advised to avoid any signs of the scientific misconduct in the form of plagiarism. The plagiarism is not tolerated by the University and the bachelor qualification work can not be approved until the proper references are made. Thus, the work of others has to be clearly acknowledged in the text.

2.8 Notes

Notes are given in the work, if there is a need for explanations to the text, tables, figures. Notes are submitted directly after the text, under the figure (before its title), under the main part of the table (within its borders).

The word "Note" is printed with 12 size font in one line spacing at paragraph indentation with a capital letter (Sentence case) with a dot at the end. In the same line at a space with a capital letter is printed the text of the note in the same font.

If there are two or more notes, they are submitted after the text to which they refer and are numbered in Arabic numerals.

2.9 Footnotes

Explanations to individual data given in the text or tables may be made in footnotes. Footnotes are indicated by superscript characters in the form of Arabic numerals (serial numbers) with a parenthesis. It is allowed to mark the footnote with an asterisk (*). It is allowed to use no more than four footnotes on one page of text. Footnote numbering is separate for each page. Signs - footnotes are placed immediately after the word of the number, symbol, sentence to which the explanation is given and before the text of the explanation. The text of the footnote is placed under the table or at the end of the page and separated from the table or text by a line 30 - 40 mm long, drawn on the left side of the page. The text of the footnote is printed in size 12 in one line spacing. The explanatory text of the footnote is written from the paragraph indent.

Example

Quote in the text: "It is based on the use of intuitive prediction by the method of Delphi¹⁾".

Relevant footnote reference:

¹⁾ In the ancient city of Delphi, priests competed in prophesying the future. The method, which is named after this city, was originally used to "predict" the time of the predicted event. It does not allow direct contact between experts.

2.10 Formatting of the list of references

List of references is the element of bibliographic apparatus, which contains bibliographic descriptions of the sources used and is placed after the conclusion in the thesis.

Bibliographic description is extracted directly from the printed piece of work or is written out from the catalogues and bibliographies without omissions of any elements, abbreviations, etc. This will enable to avoid repeating and missing information. Sources can be placed in one of the following orders: as they appear in the main text (the easiest way to use and recommended) or in alphabetical order arranged by the surname.

In the list of used sources provides bibliographic description of information sources in accordance with existing standards (National Standard of Ukraine DSTU 8302: 2015 "Information and documentation. Bibliographic link. General provisions and rules of compilation", MLA (Modern Language Association) style., APA- (American Psychological Association) style., Harvard style).

It is recommended to design in APA style, which can be done using Google Academy tools. More about APA style at the links:

Purdue University Laboratory:
https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_overview_and_workshop.html

2.11 Appendices

Appendices should appear as addition to the undergraduate thesis, placing them as they appear in the text. Each appendix should begin from a new page. Appendix should contain the title on the top (lowercase) with first capital letter symmetrically to the text. In the middle line above the title in large letters with printed word "APPENDIX" and a capital letter indicating appendix.

Appendices should be identified consistently in large letters (alphabetic order), for example: APPENDIX A, APPENDIX B. One application is

defined as appendix A. Figures, tables and formulas placed in appendices numbered within each appendix, for example, Figure A.1.2 - the second figure of the first chapter of appendix A; formula (A. 1) - the first formula of appendix A.

If there is a separate document, which exists independently it should appear as it is in the appendices.

Before the copy of the document it is required to include a sheet of paper, in the middle of which the word "APPENDIX" is placed with the title (if needed). The page number is put in the upper right corner. The pages with the copies of the document are sequentially numbered (not taking its own pagination document).

2.12 Requirements to the graphical part of the bachelor's thesis

The graphical part of the bachelor work (posters).

The graphical part of the bachelor work illustrates the composition of research, analysis, calculation and practical parts. Graphical part must be printed and can be designed in the form of a presentation in PowerPoint. The minimum amount of graphical material is 3 slides, while maximum is 8. It is allowed to include drawings, charts, tables, diagrams, formulas in the posters, which characterize the main elements and findings of the work.

3 PROCEDURE OF QUALIFICATION WORK PLAGIARISM CHECK

According to the Code of Academic Integrity of Sumy State University and other documents of the regulatory framework in the field of academic integrity of the university graduates' qualification works (theses) must be tested for plagiarism using specialized services. In case of detection of academic plagiarism in the qualification works of graduates during their consideration by examination commissions, such works are removed from the defense with the right to re-certify the graduate within the period established by the current regulatory framework.

The head of the department organizes the plagiarism check.

The student is obliged to submit his / her own qualification work (bachelor's thesis) for checking to the supervisor in electronic form not less than 5 working days before the appointed date of defense. Submission of a student's work for checking is considered to be a student's letter to the corporate e-mail of the supervisor with an attached file in .doc or .docs

format. The work must meet the design requirements and contain all the required content blocks.

Check for academic plagiarism of educational and qualification works of graduates for education degrees “junior bachelor”, “bachelor” is carried out directly by the supervisor of the qualification work at the stage of general inspection. When the fact of academic plagiarism is revealed, the supervisor provides motivated conclusions for consideration of the work at the meeting of the department.

Check for academic plagiarism is carried out according to the Methodical instruction on check of academic texts for existence of text borrowings. This instruction determines the procedure for verification using StrikePlagiarism and Unicheck systems (https://normative.sumdu.edu.ua/?task=getfile&tmpl=component&id=a629d359-964f-e911-b41d-001a4be6d04a&kind=1&fbclid=IwAR2g6gIMTa7ZVyCNhNuiFcth_wn - QaP_VP4mlURTIXpFaSe5R_e0z3geWE).

After successful defense, the qualifying work (bachelor's thesis) is placed in the internal electronic archive of Sumy State University.

4 ORGANIZATION OF GRADUATION QUALIFICATION WORK DEFENSE

4.1 Students preparation for defense

To be admitted to the defense the qualification work should be given the positive feedback by the supervisor and the reviewer.

Having received a positive response from the supervisor, the student presents the final qualification work to the head of the department. The head of the graduating department sends the final qualification work for intra-departmental review.

After receiving positive reviews, the student with the help of a supervisor prepares his speech at a meeting of the State Examination Commission. The speech should be carefully prepared, short and meaningful and contain the following:

- a clear problem, justification of its relevance and disclosure of the degree of its scientific development;
- definition of the purpose and tasks of research, means of their realization, subject, object
- characteristics of the work structure;

- presentation of the generalizations, conclusions, concrete recommendations offered by the author;
- during thesis defense it is desirable to use presentation equipment, posters, handouts.

4.2 Qualification work review

A written external review is provided by the lecturer of the department no later than 5 days before the defense. After a student gets acquainted with it the review together with the final qualification work and the supervisor's review, is given to the State Examination Commission for public defense of the work.

The review should reflect:

- compliance with the topic of qualifying thesis;
- use of the latest achievements of scientific and technological progress;
- originality, novelty and validity of work;
- the possibility of practical use of the results;
- quality and thoroughness of development and design of work, the ability to competently and logically express their thoughts;
- strengths and weaknesses of the proposed solutions, and work's imperfections.

The review ends with general conclusions, evaluation of the work and a conclusion on the possibility of assigning a Bachelor's degree in Management.

The graduate has the right to read the review and prepare responses to comments. Making any changes to the final qualification work after peer review is not allowed.

4.3 Organization of qualification work defense

The supervisor's and external reviews are necessary conditions for the approval and admission for the defense of bachelor's thesis after the completion of plagiarism check by the supervisor. The graduate receives these two forms of the reviews (supervisor's and external) from the department staff secretary (room K1-112 or on email: info@management.sumdu.edu.ua). The selection of external reviewers is carried out by the Oleg Balatskiy Department of Management among lecturers and researchers of other universities, highly qualified specialists of enterprises and organizations with higher economic education.

The graduate has the right to read the external review (assessment on a 20-point scale) and supervisor's review (assessment on a 30-point scale) and prepare a response to the comments contained therein. Making any corrections to the bachelor's thesis after the review is not allowed.

The defense of the bachelor's thesis is held at an open meeting of the examination commission.

The defense is assessed on a 50-point scale. The commission reviews the documentation and listens the thesis presentation (up to 10 minutes).

After the presentation, the graduate answers the questions of the members of the Examination Commission and other faculty members present at the defense. After answering all the questions, the secretary of the examination commission reads the supervisor's review and the external review. Then the graduate is given the right to respond to the comments expressed in them.

The results of the defense are announced on the same day after drawing up the protocols of the Examination Commission meetings. The result is a total assessment of three components:

1. The defense of the bachelor's thesis – max 50 points,
2. The supervisor's review (submission) – max 30 points,
3. The external review – max 20 points.

After the defense, the bachelor's thesis is submitted to the Oleg Balatskiy Department of Management (both paper and electronic versions).

The student who has successfully defended the qualification work, by the decision of the Examination Commission is awarded the qualification of Bachelor of Management, is awarded a degree certificate, and transcript to it.

The topic and assessment of the defense of the qualification work are fixed in the Bachelor's degree transcript.

**APPENDIX A
(informative)**

Example of the title page of bachelor's thesis for full-time students

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Sumy State University
Academic and Research Institute of Business, Economics and
Management
Oleg Balatskyi Department of Management**

Order of the Rector
on the approval of topic

Code _____
«Defense if allowed»
Head of Department

**BACHELOR' THESIS
on the topic:**

speciality 073“Management”

Student _____

(Name and surname of the students)

Applied for a Bachelor's degree.

Bachelor's thesis contains the results of own research. The use of ideas, results and texts of other authors have references to the relevant source
_____(name and surname of student)

Scientific supervisor _____

(Scientific degree, academic title,
name and surname)

Sumy 20__

APPENDIX B

(informative)

Example of the summary

Summary

of bachelor's thesis

speciality 073

“Management”

Student of group M-91

Smith Richard

(Surname, middle name, first name, patronymic if exists)

Title of the thesis. The management of the purchasing activity in pharmaceutical business.

Structure and length of the bachelor's thesis. The thesis consists of introduction, three chapters, conclusion, list of references. The total number of pages of bachelor's thesis is 80 pages including 12 tables and 8 figures.

The aim of the thesis is to identify the key strategies for the improvement of the efficiency of the purchasing activity of the pharmacy “Z”.

Study object is the activity regarding the assortment formation, inventory management, order placement, delivery and inventory accounting of medicaments and joint products, which are ordered by the pharmacy.

Subject of research is the relationships, which are formed during the process of planning, organising and evaluation of the efficiency of procurement activity between the studied company and its suppliers and clients.

Research methods. The methodological underpinning for the work is the dialectic method of scientific cognition, systematic approach, fundamentals of economic theory and theory of logistics. Also the post-event analysis has been used in the thesis as well as structural analysis, comparative analysis, ABC-analysis, ranking scores.

Information base of the thesis: legal and normative acts of Verkhovna Rada of Ukraine, Cabinet of Ministers, scientific works of leading national and foreign scientists within the domain of procurement management, journal articles in professional publications, which comprises the results and recommendation regarding the applicability of specific methods and instruments for the organisation of purchasing activity in pharmaceutical

business, internet resources, statistical records of pharmacy “Z”, results of survey obtained directly by the author.

The results of the thesis. The main outcomes of the thesis comprise the recommendations regarding the strategies of human resource management and developing plans for organisational and technical measures for their implementation in the process of planning of human resources.

Key words: PROCUREMENT ACTIVITY, SUPPLIERS, PURCHASING STRATEGY AND METHODS, ABC-ANALYSIS.

APPENDIX C

(informative)

Example of the arrangement of annotation

ANNOTATION

The bachelor's thesis examines the theoretical and methodological foundations of the formation of the logistics system of manufacturing enterprise.

By utilizing the system analysis for the examination of the management of material resources, enterprise flows, the main reasons for low use of logistic approach to the motion control of material flow were identified. Moreover the basic units and relationships that form the core of logistics system of the business were determined. The thesis comprises the recommendations that were made with regards to the formation of the enterprise logistic system.

The possible ways to improve the efficiency of the utilisation of working assets through forecasting the demand for materials were also identified. The thesis revealed the possibility of reducing the cost of purchasing raw materials under a more careful approach to the selection of suppliers (ABC-analysis and the determination of the supplier ranking).

APPENDIX D

(informative)

Example of structural abstract

STRUCTURAL ABSRACT

The structure and length of bachelor's thesis. The thesis consists of introduction, three chapters, conclusion, list of references, which has 60 items. The length of the bachelor's thesis is 87 pages including 10 pages, 8 figures, 2 appendices and list of references.

The aim of the thesis. The main aim of the thesis is to identify the key elements within the process of the formation of logistics system of "Centrolit".

According to the main aim the following *objectives* were identified:

- to analyse of theoretical and methodical approaches to the organisation of logistics system at the enterprise;
- to examine the composition, structure and periodicity of the material flows movement at the enterprise;
- to analyse the organisation of the logistics activity at the enterprise

Subject of research is the relationships, which are formed during the process of planning, organising and evaluation of the efficiency of procurement activity between the studied company and its suppliers and clients.

Study object is the activity regarding the assortment formation, inventory management, order placement, delivery and inventory accounting of joint products at the enterprise.

Research methods. The methodological underpinning for the thesis is formed of the dialectic method of scientific cognition, systematic approach, fundamentals of economic theory and theory of logistics.

Also the post-event analysis has been used in the thesis as well as structural analysis, comparative analysis, ABC-analysis, ranking scores and materials-need forecasting using the least square method.

Approbation of the results. The main outcomes and results of the bachelor's thesis were presented at the research conference on the faculty of economics of Sumy State University (Sumy, 2012).

Key words: LOGISTICS, MATERIAL RESOURCE, MATERIAL FLOW, LOGISTICS TRANSACTION, LOGISTICS SYSTEM.

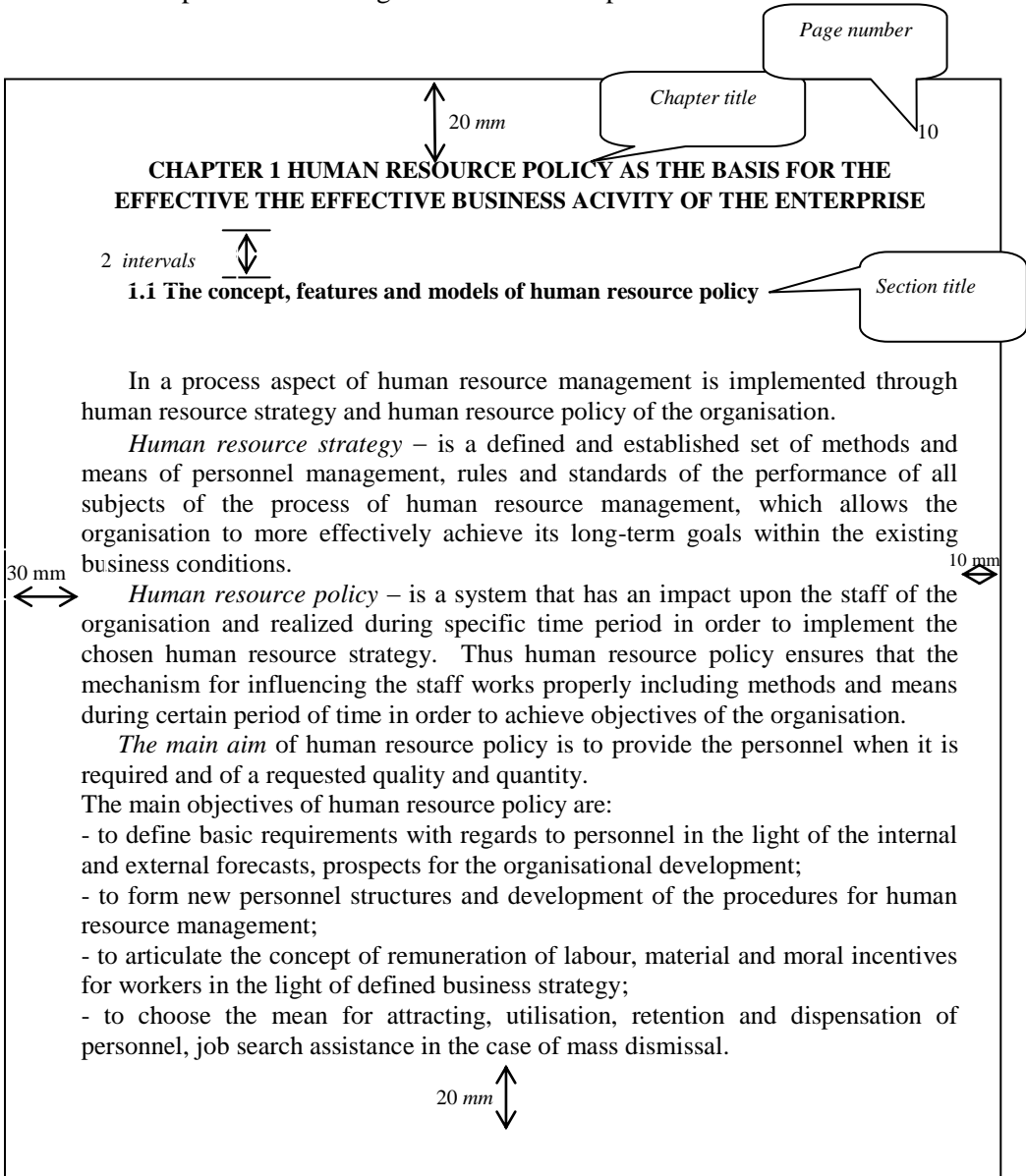
APPENDIX E
(informative)

Example of the arrangement of table of content on bachelor’s thesis

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APPENDIX F
(informative)

Examples of text arrangement in the main part of the bachelor's thesis



APPENDIX G

(informative)

Example of the alignment of the figure in the text

Planning of staff is the first step in the process of personnel management. Through human resource planning the concept of personnel policy is realised in long-term period. Planning is combined with the human resource management.

Together they form the function of the planning (Figure 1.3).

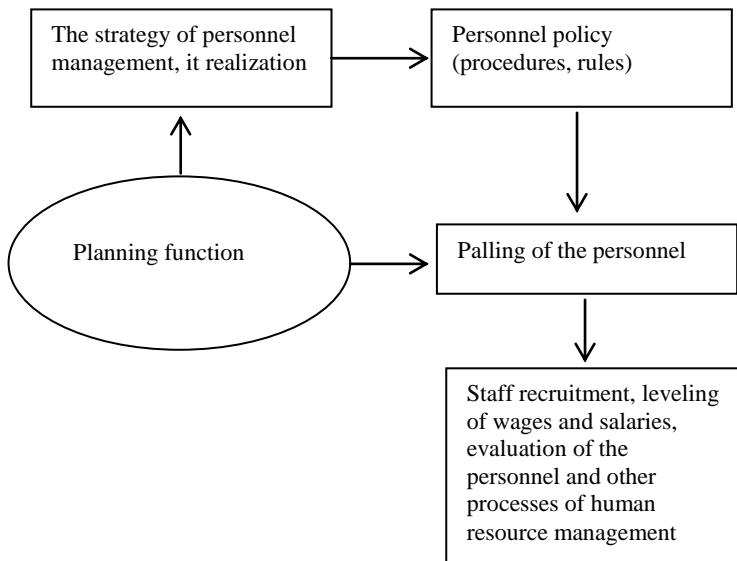


Figure 1.3 – Personnel planning

Developing strategies of human resource management and developing plans for organisational and technical measures for its implementation is the process of planning of human resources.

Planning human resources – is the use of planning procedures for the completion of the staff. The planning process includes three stages:

- 1) assessment of available resources;
- 2) assessment of future needs;
- 3) development of programs to meet future needs.

APPENDIX H (informative)

Example of the arrangement of tables in bachelor's thesis

Apart from the classification, which was provided there two types of human resource policy - open and closed.

Table 1.1

Comparison of the characteristics of two types of human resource policy

Workforce capacity	Type of human resource policy	
	open	closed
Selection of the personnel	High level of competition on the market	Deficiency of workforce
Personnel adaptation	Possibility to be included quickly into new relationships, organisations and approaches offered by the newcomers	Efficient adaptation as a result of the activity of various supportive institutions
Personnel education and development	Often is conducted at the external centres, facilitate the adaptation of new knowledge	Often is conducted by internal departments (centres); facilitate the formation of the corporate view, general technologies adapted to the functioning of the organisation
Personnel movement	Difficulty in career development within organisation because of new employees	Priority is given to own employees, which aim to occupy higher positions; planning of the career
Motivation and stimulation of personnel	The preference is given to the means of stimulation (external motivation)	The preference is given to the means of motivation (needs satisfaction: stability, safety, social acceptance)
Implementation of innovations	Constant innovative influence from new employees; the responsibilities are clearly defined in the contract.	The necessity to purposely estimate the process of the innovations development, high sense of involvement, responsibility for changes through understanding the unity of the individual and organisation

Open personnel policy is characterized by the fact that the organisation is transparent and open to potential employees at any levels. It is possible to obtain the position at the lowest level as well as at senior management level.