



**PJSC "Higher Education Institution
"INTERREGIONAL ACADEMY OF PERSONNEL
MANAGEMENT"**

Approved:

Name of the department

Minute No. _ dated “ _ ” _____ 2025

Head of the department

(signature)

(full name)

**METHODICAL GUIDELINES FOR THE PREPARATION, WRITING,
AND DEFENSE OF A RESEARCH PROJECT**

specialty: D3 Management

educational level: first (bachelor's) level

study program: Management

2025

- 1.1. Procedure for completing the research project
 - 1.2. Formatting requirements for the research project
 - 1.3. Defense of the research project
- Appendices

A research project is a type of academic work that involves independent research by students into current problems and their theoretical presentation in accordance with established requirements for formatting research results. The research project is completed in order to consolidate, deepen, and generalize the knowledge acquired by students during their studies and apply it to the comprehensive solution of a specific professional task.

Topics for research projects are proposed to students in accordance with the academic research areas of the department and taking into account the scientific interests of the students. The topics closely correspond to the specific academic discipline that requires the writing of a research project. An indicative list of topics for each discipline, according to the curriculum, is approved at a department meeting at the beginning of the academic year.

The specificity of a research project lies in its intermediate position between summary-type assignments (such as a control paper), on one hand, and scientific research (the thesis) on the other. Writing a research project helps the student systematize the theoretical knowledge gained in the studied discipline and demonstrate the ability to independently comprehend the problem, engage in the selection, analysis, and interpretation of sources, substantiate personal viewpoints, and formulate conclusions and recommendations.

Completing a research project is the first step in familiarizing the student with scientific research; therefore, its successful completion depends on strict adherence to the main requirements for the academic level of such work, its content, structure, style of presentation, and formatting. Fulfilling these requirements develops the skills necessary for conducting independent scientific research.

1.1. Procedure for completing the research project

Before beginning the research project, the student becomes familiar with the main requirements for its preparation, writing, and formatting. Each stage of the project is recommended to be coordinated with the academic supervisor.

The process of writing a research project consists of the following stages:

Preparatory stage:

- selection and justification of the topic;

- search for sources and selection of literature on the research topic;
- drafting a preliminary outline and coordinating it with the supervisor.

Working on the text:

- analysis and processing of sources;
- writing the main body of the text;
- developing conclusions;
- writing the introduction.

Formatting stage:

- compiling the reference list;
- preparing appendices and illustrative materials;
- technical formatting and linguistic–stylistic editing of the text.

Preparation for the defense and defense of the research project:

- submission of the draft version to the academic supervisor;
- revising the project based on supervisor comments;
- defense of the research project.

Preparatory stage of work on the research project

The first stage begins with choosing the topic of the research project, its comprehension and justification. The student selects the topic independently using the list proposed by the department, taking into account the issues that best correspond to their educational and scientific interests and preferences, guided by the supervisor’s recommendations.

The topics of research projects proposed by the department do not duplicate the titles of the courses studied, but should be oriented toward motivating the student’s independent creative scientific research. Given that a research project is not limited to a review of sources or issues, but presupposes the presence of research elements, it is reasonable to formulate the topic so that it involves addressing a complex problem situation, analytical comparison of various concepts, approaches, directions, etc.

The topics approved by the department are indicative: they may be clarified taking into account the suggestions of the supervisor and the student’s wishes.

After defining the topic of the work, the student, together with the supervisor, determines the scope of the topic and outlines the research objectives.

The next step is searching for and studying literature — familiarizing oneself with the main scientific and methodological sources on the chosen topic. Work on the research project should begin in the catalogs section and the periodicals reading room of scientific libraries. Other sources may also be used, such as bibliographic guides, final bibliographies, footnotes and references in textbooks, monographs, and dictionaries, as well as tables of contents of specialized professional journals.

In the search for information, the student should follow the recommendations of the supervisor.

During source exploration, it is necessary to determine the extent to which the selected topic has been studied by modern science, in order not to repeat well-known facts in the work and to more precisely define the directions and main thematic sections of the research. To achieve this, it is advisable to begin with the newest literature on the topic published over the past five years. In addition, it is reasonable to start studying the topic with general works that allow coverage of the overall research field, and then proceed to more specialized materials.

After analyzing the selected list of literature sources, the student already has a formed opinion about the direction of the research and is ready to compile a work plan, which includes the titles of two chapters as the main substantive parts of the research project.

The plan of the research project must be agreed upon with the supervisor before starting work on the text.

Work on the text of the research project

The second stage is working on the text of the research project. First of all, the selected sources should be analyzed and processed. While working with scientific literature and documents, students must take notes on all sources they read in order to properly format the reference list of the research project and citations within the text. For each processed source, a bibliographic entry should be created (see Appendix C); individual ideas and statements that may become quotations should be written out verbatim, in the original language.

When working with sources, it is essential to remember that the primary requirement for students working on research projects and conducting academic research in general is independent and creative work. It is unacceptable not only to copy large amounts of information from any sources, but also to overuse quotations that are connected by only a few original sentences. Naturally, such work cannot be evaluated positively. Therefore, citations should be minimized and used only when truly necessary.

When quoting, several formal rules should be followed:

- ✓ the quotation must be verbatim;
- ✓ the quotation should not be too long (no more than one or two sentences containing a complete idea);
- ✓ it is not recommended to include more than two quotations on one page;
- ✓ the quotation must be placed in quotation marks and accompanied by a reference to the source;

- ✓ the omission of certain fragments of a quotation, which allows avoiding long quotations, is indicated by three dots: ...;
- ✓ quotations that form an incomplete sentence must be grammatically consistent with the author's text.

After processing various sources and literature, it becomes necessary to identify reliable facts.

Scientific facts are a unit of scientific knowledge and the basis of any research, therefore verifying their truthfulness (verification) is inseparable from working with reference tools.

After establishing the facts, the task arises of interpreting them and identifying connections and dependencies between phenomena and events, as well as comparing different approaches to the study of the topic. At this stage, original scientific knowledge is created: the researcher attempts to comprehend and correlate existing facts, compare variations in their interpretation, trace trends and regularities, etc. This enables students to realize their right to their own understanding of the phenomenon or problem that constitutes the subject of research in the research project.

The next stage is writing the main text. As a rule, the material for most of it consists of paraphrasing (retelling) the analyzed sources; this means that already at the note-taking stage the student begins to write the text of the project. To avoid plagiarism, one should aim to convey the author's idea as closely as possible to the original while using their own vocabulary; in particular, it is recommended to highlight the main ideas, change sentence structure, use synonyms or words with similar meanings, change word forms, etc. Generalization makes it possible to convey the content of an entire section or an author's work in a single sentence. In this case, references to the original sources must necessarily appear at the end of sentences.

The analyzed and systematized material is presented according to the content in the form of separate sections and subsections. Each section addresses one issue, and each subsection or paragraph covers a specific part of it. The material should be presented without gaps in the logical chain; therefore, when beginning work on a section, one should identify its main idea as well as the thesis of each subsection. Ideas and text must be logically interconnected. The entire text must follow the main idea; one conclusion must not contradict another, but rather reinforce it; in addition, the sequence of arguments must be maintained.

An important element in presenting the text, and one of the many factors considered by the committee when evaluating the work, is the correct stylistic formatting of the project. First of all, attention is paid to the substantive quality of the material: logical coherence and justification, completeness and representativeness (that is, the breadth of the use of scholarly sources), overall

linguistic correctness, and compliance with standards and accepted rules of academic research. In particular, when writing the text of the research project, it is necessary to adhere to the academic style of presentation and to use accepted terminology, designations, conventional abbreviations, and symbols. It is not recommended to use clichés or overly categorical statements (“It is universally known...”, “Undoubtedly...”); to write from an impersonal perspective (“It is believed...”, “It is determined...”, “It is highlighted...”, “It is examined...”, etc.); or to repeat words or phrases too frequently.

After completing the main text of the research project, one should proceed with developing the conclusions and writing the introduction, as well as formatting the entire text in accordance with the relevant requirements.

1.2. Formatting requirements for the research project

The expected length of the text of the research project (excluding the list of references and appendices) is 35–40 pages.

The research project is printed using a computer on white A4 paper. When printing the text, margins of the following size must be set: left – 30 mm, right – 10 mm, top – 20 mm, and bottom – 20 mm. The text of the academic paper must be typed in a serif font Times New Roman, 14 pt, with 1.5 line spacing (29–30 lines per page), and a paragraph indent of 1.25 cm without additional spacing between paragraphs.

Page numbering, sections, subsections, tables, figures, and formulas in the table of contents must be indicated using Arabic numerals without the “№” sign.

The title page is considered the first page, but the page number is not displayed on it. On the following pages, page numbers are placed in the upper right corner without a period after the number.

In terms of structure, the research project consists of the following parts:

1. Title page.
2. Table of contents.
3. Introduction.
4. Main body (divided into several chapters).
5. Conclusion.
6. List of references.
7. Appendices (if necessary).

The heading of any structural component cannot appear at the bottom of a page; at least two lines of text must follow it, located 5 mm below the heading. The headings of the table of contents, introduction, conclusions, list of references and literature, appendices, lists of symbols and abbreviations must be centered and written in capital letters, bold font, size 18 pt. One line is skipped after the heading.

The title page is the first element of any academic work — research project, thesis, or dissertation. In research projects, it must include the full name of the higher education institution and its administrative affiliation, the faculty, the department where the work was completed, the title of the work, information about the student and the academic supervisor, the city, and the year the work is submitted for defense (see Appendix A).

The table of contents corresponds to the project outline. Only the page number on which each section begins is indicated (see Appendix B).

Introduction. The task of the introductory section, which is written last, is to orient the reader to the research problem, present the topic of the work and the research task, explain why addressing this specific topic is important or interesting, and outline the historical, social, or intellectual context to which the examined phenomenon belongs. Therefore, the introduction must include the following components: relevance (why the topic is interesting for research), the degree of scientific development of the topic (who has studied this issue, what results have been achieved, what remains unexplored), the object of the study (1 sentence), the subject of the study (1 sentence), the aim of the study (1 sentence), research objectives, research methods, the structure of the work (introduction, number of chapters, conclusion, list of references indicating the number of sources, total number of pages). The recommended length of the introduction is 2–3 pages.

The main body of the work consists of chapters and subchapters. The task of the chapters in the main body is to convincingly prove and illustrate the author's central idea. In the main body the author consistently presents the facts, arguments, and evidence obtained through the review and analysis of relevant sources and literature. Each chapter should begin with a brief introduction that outlines the research objectives to be addressed in that chapter. At the end of each chapter, conclusions must be formulated with a concise summary of the scientific and practical results presented in the chapter. It is recommended to structure the main body into two (maximum three) chapters. Each chapter begins on a new page; chapters are numbered with Arabic numerals. The chapter heading must be placed on the next line under the number, centered. The chapter number is placed after the word "CHAPTER," without a period after the number, and then on the next line the chapter heading is printed.

A chapter may be divided into subchapters, which in turn may be divided into smaller structural parts. It is not advisable to divide more than four levels

deep. Subchapters are numbered within each chapter. The subchapter number consists of the chapter number and the sequential number of the subchapter, separated by a period. A period must be placed at the end of the subchapter number, for example: “2.3.” (the third subchapter of the second chapter). Then, on the same line, the subchapter title follows. No title may end with a period. If the title extends beyond one line, word division (hyphenation) should not be used; the next line should begin with the same indentation.

List of references. References in the text are given in square brackets, indicating the source number according to the reference list and, after a comma, the page number or numbers (except when referring to a source or several sources as a whole). For example: “According to Heraclitus, the world should be understood as a flow: ‘Everything flows, everything changes’ [8, p. 68]”; “Vladimir Solovyov may be considered the first Russian philosopher who made the problem of Christian unity one of the central issues of his philosophy [16, pp. 114–115]”; “The problems of ecumenical cooperation between denominations in Ukraine are discussed in works [1–7] or [1, 2, 7].”

Illustrations (if applicable). Course papers should use only line drawings and original photographs. Photographs smaller than A4 format must be mounted on standard white A4 sheets. Illustrations must have a title placed after the illustration number. If necessary, illustrations may be supplemented with explanatory captions. Drawings, photographs, diagrams, charts, and maps should be placed in the text immediately after their first mention or on the following page.

An illustration larger than A4 format is counted as one page and placed in the appropriate location after its reference in the text or in the appendices, included in the overall page numbering. Illustrations are labeled with the word “Fig.” and numbered sequentially within the chapter, except for illustrations included in the appendices. The illustration number consists of the chapter number and the sequential illustration number, separated by a period. For example: Fig. 1.2 (the second illustration of the first chapter). The illustration number, its title, and explanatory captions are placed sequentially below the illustration.

Tables. Each table must have a title placed above the table and printed symmetrically to the text. Both the title and the word “Table” begin with a capital letter; titles are not underlined. Column headings must begin with capital letters, and subheadings with lowercase letters if they form one sentence with the heading, and with capital letters if they are independent. Row height must be at least 8 mm. A column with row sequence numbers is not included in the table.

A table is placed after its first mention in the text; a table with a large number of rows may be continued on another sheet. When a table is continued on another sheet (page), the title is included only above its first part. A table with a

large number of columns may be divided into parts and placed one part under another within the same page.

Conclusions of the research project constitute a separate structural element and provide a concise summary of the results of the conducted research. The conclusions also outline issues that require further investigation. No new facts, ideas, or arguments that are absent from the main body of the work may be presented in this section: the conclusions serve as an opportunity to emphasize what has already been stated in the main part of the paper, articulate the leitmotif of the work, and restate the main idea that represents the summary of what has been presented. The length of the conclusions should not exceed 1–2 pages.

After the conclusions, the list of references is provided. This list must contain a complete bibliographic description of any documents, scientific works, and reference literature used by the author in any form, indicating authors, titles, publication details, and total number of pages (for articles – the first and last pages). Entries are arranged in alphabetical order according to authors' surnames or according to the first words of titles for works without specified authors; Cyrillic sources appear first, followed by Latin ones. Authors with identical surnames are listed in alphabetical order by initials; works by the same author are listed alphabetically by the first letters of their titles. Samples of bibliographic entries are provided in Appendix C.

Appendices. If necessary, the appendices should include tables and illustrations that contribute to better understanding of the material. Appendices are formatted as a continuation of the work on subsequent pages, arranged in the order in which they are referenced in the text of the research project. Each appendix must begin on a new page. The appendix must have a heading printed at the top in lowercase letters with the first capital letter, centered on the page.

In the middle of the line above the heading, the word “Appendix” and the letter designating the appendix are printed in lowercase with the first capital letter. Appendices are designated sequentially with capital letters of the Ukrainian alphabet, (a single appendix is designated as “Appendix A”).

1.3. Defense of the research project

Research projects are submitted to the academic supervisor within the deadlines established by the higher education institution. After the supervisor has reviewed the work and the project has been revised taking into account all comments, and after the final approval of the project with the supervisor, the final version may be prepared. Before printing the final version, the project should be carefully checked once more: verify the titles of chapters and subchapters, the

accuracy of references to the list of sources, the sequence of material presentation, and the clarity and justification of the conclusions and recommendations.

The defense of the research project is conducted before a committee consisting of three faculty members (the composition of the committee is determined by the head of the department) with the participation of the research project supervisor.

The student presents a 5–7 minute oral report, which should address:

- the relevance of the chosen topic, the purpose and objectives of the project;
- the structure of the project, the research methods used, and the main primary sources;
- the content of the author's ideas and proposals;
- the main conclusions based on the results of the work.

During the presentation, the use of visual materials (tables, diagrams, graphs, etc.) is permitted. After the presentation, the student answers questions from the committee members.

Criteria for assessing research projects

A project in which:

- an original evaluation of sources and literature is provided, a variety of research methods are used, an independent solution to the problem is proposed, and well-reasoned conclusions and justified recommendations are presented may be graded as “excellent” (90–100 points / A).
- an original evaluation of sources and literature is provided, a substantial and informative body of material is independently selected and analyzed, well-reasoned conclusions and justified recommendations are presented, but there are formatting errors, may be graded as “good” (82–89 points / B).
- an original evaluation of sources and literature is provided, a substantial and informative body of material is independently selected and analyzed, but there are issues with formatting and argumentation of conclusions, may be graded as “good” (75–81 points / C).
- a substantial and informative body of material is independently selected and analyzed, but there is no analysis of sources and literature, and errors in formatting are present, may be graded as “satisfactory” (68–74 points / D).
- the student retells published sources and reveals the topic solely on this basis; the work may be admitted to defense but cannot be graded higher than “satisfactory” (60–67 points / E).

- plagiarism is detected is removed from consideration, and the author receives a grade of “unsatisfactory” (35–59 points / FX).

Projects are not admitted to defense if their content does not correspond to the chosen topic; if they do not meet formatting requirements; or if they are submitted after the established deadline.

Appendices

APPENDIX A

Sample title page of a research project

PRIVATE JOINT-STOCK COMPANY
“HIGHER EDUCATION INSTITUTION
‘INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT’”

Name of the institute
Name of the department

RESEARCH PROJECT

in the course _____

on the topic:

Completed by: student of group _____
Study Program “Management”
Full Name

Supervisor: _____

Kyiv 202_

APPENDIX B

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Examples of Bibliographic Citation Formatting in the List of References

Book (single author)

Tytarenko, T. M. *Zhyttiievi svit osobystosti: u mezhakh i za mezhamy budennosti*. Kyiv: Lybid, 2003. 376 p.

Book (two or three authors)

Zlyvkov, V. L., Lukomska, S. O., & Fedan, O. V. *Psykhodiagnostyka osobystosti kryzovykh zhyttievyykh sytuatsii*. Kyiv: Pedahohichna dumka, 2016. 219 p.
URL: <https://core.ac.uk/download/pdf/77241343.pdf>

Book (five or more authors)

Psykhohohiia zhyttietvorennia osobystosti v suchasnomu sviti / Yu. D. Hundertailo, V. O. Klymchuk, O. Ya. Kliapets et al.; edited by T. M. Tytarenko; National Academy of Educational Sciences of Ukraine, Institute of Social and Political Psychology. Kyiv: Milenium, 2016. 320 p.

Monograph

Raievska, Ya. M. *Teoriia i praktyka profesiinoho stanovlennia fakhivtsiv sotsialnoi sfery do mizhprofesiinnoi vzaiemodii: monohrafiia*. Kamianets-Podilskyi: Publisher Pankova A. S., 2020. 348 p.

Collective monograph

Osobystist v umovakh suspilnykh transformatsii: stanovlennia ta rozvytok: kolektyvna monohrafiia / Ya. M. Raievska, N. M. Honcharuk, L. A. Onufriieva, O. M. Verzhychovska et al.; edited by N. M. Honcharuk, L. A. Onufriieva, O. M. Verzhychovska. Kamianets-Podilskyi: Aksioma, 2018. 220 p.

Journal article

Raievska, Ya. "Rozvytok emotsiinoi kompetentnosti osobystosti: teoretychnyi diskurs." *Naukovi pratsi Mizhr rehionalnoi Akademii upravlinnia personalom. Psykhohohiia*, 3 (52), 127–132. DOI: <https://doi.org/10.32689/maup.psych.2021.3.18>
URL: <http://journals.maup.com.ua/index.php/psychology/article/view/1196>

Conference abstract

Raievska, Ya. M. "Vplyv emotsiinoho intelektu na profesiinu uspishnist osobystosti." *Sotsialno-psykhohohichni problemy suspilstva*: Proceedings of the

International Scientific-Practical Conference, Kyiv, April 16–17, 2021. Kyiv: Tavriiskyi National University named after V. I. Vernadskyi, 2021, pp. 99–102.

Author's abstract of dissertation

Kharchenko, O. S. *Kryza sotsialnoi derzhavy: prychny ta shliakhy podolannia: avtoref. dys. na zdobuttia nauk. stupenia kand. polit. nauk: spets. 23.00.02 "Politychni instytuty ta protsesy."* Taras Shevchenko National University of Kyiv. Kyiv, 2015. 19 p.

Online source

Zakon Ukrainy "Pro vyshchu osvitu" vid 01.07.2014 № 1556-VII // Database "Zakonodavstvo Ukrainy" / Verkhovna Rada Ukrainy.

URL: <http://zakon.rada.gov.ua/laws/show/1556-18> (accessed: 26.11.2018).