

**PJSC “Higher Educational Institution  
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



**METHODICAL GUIDELINES  
FOR COMPLETING THE  
THESIS FOR THE BACHELOR’S DEGREE**

Level of higher education:	first (bachelor's) level
Field of knowledge:	D Business, Administration and Law
Specialty:	D3 Management
Study program:	Management

- 1. Organization of thesis preparation**
- 2. Technical requirements for the formatting of the Bachelor's thesis**
- 3. Requirements for the defense of the Bachelor's thesis**
- 4. Appendices**
- 5. References**

The bachelor's thesis is a summarizing work and represents an independent individual project with elements of research and innovation, serving as the culmination of theoretical knowledge and practical skills gained from the compulsory and elective components of the educational and professional program.

The completion of the thesis involves the systematization, consolidation, and expansion of theoretical and practical knowledge within the specialty (specialization) and its application in solving specific scientific, social, managerial, and other tasks; the development of independent work skills and mastery of research and experimental methodology related to the thesis topic. The ability to identify a scientific problem, explain and formulate its relevance, plan and conduct empirical research, independently justify conclusions, generalize and systematize results is considered in the evaluation of the thesis as evidence of the theoretical and methodological level of the graduate's qualification and their readiness for professional activity.

Thus, when beginning work on the bachelor's thesis, the student must be able to:

- formulate the purpose and objectives of the research;
- develop a research plan;
- conduct bibliographic searches of primary sources using modern information technologies;
- apply contemporary scientific research methods, modify existing ones, and develop new methods in the context of the specific research task;
- process the obtained data, analyze and synthesize them in relation to established scholarly sources;
- present research results in accordance with current formal requirements.

The thesis must meet the following requirements:

- address a problem that has been insufficiently explored, or a specific aspect of a known problem, and therefore be relevant;
- have a clear structure and logical sequence of content;
- rely on research methods appropriate to the research purpose, including mathematical and statistical methods;
- include convincing argumentation supported by graphical materials and tabular data summaries;
- lead to well-substantiated recommendations and evidence-based conclusions.

The completion of the thesis is the final stage of the preparation of a fourth-year student at the first level of higher education. The author is personally responsible for all information presented in the thesis and for its accuracy. Based on

the review of the student's thesis, the examination committee determines the level of the student's readiness for independent professional activity and decides on awarding the qualification of Bachelor in Management.

## **1. Organization of thesis preparation**

### **Choosing a topic**

The first and most important step in preparing to write a bachelor's thesis is choosing its topic (and, accordingly, the academic supervisor, who is appointed by the department from among specialists in the relevant field, taking into account the student's preferences). The topic must be relevant, meaning that it should correspond to the current issues of scientific research in the respective field, be clearly problem-focused, demonstrate novelty and a deep yet differentiated approach, and reflect the individual academic interests of the student. When selecting a thesis topic, it is also necessary to consider the feasibility of conducting the planned research under existing real conditions and within the time allotted for its completion.

Students independently choose the topic of the thesis from an indicative list approved annually by the graduating department, and agree on it with the academic supervisor, specifying and updating it. The topic must be stylistically formulated as a single declarative sentence. Two or more students of the same group are not allowed to choose the same topic.

The topic becomes official after the issuance of an institutional order approving the topics and academic supervisors of theses no later than 6 months before the defense for part-time (distance) students and no later than 1 year before the defense for full-time students.

Requests to change (adjust) the topic of the bachelor's research, the work plan, or the academic supervisor are resolved at meetings of the graduating departments no later than 2 months before the submission deadline for the preliminary defense of the thesis (one month before the final state attestation).

### **Stages of thesis completion**

The completion of the thesis after selecting and formulating the topic is conditionally divided into the following stages:

1. Preparation of an individual calendar work plan.
2. Search for scientific primary sources on the topic, their analysis, and compilation of the bibliography.
3. Preparation of a detailed plan of the thesis.
4. Preparation of the first version of the theoretical part:
  - a) justification of the relevance of the chosen topic;
  - b) formulation of the aim and specific research objectives;
  - c) definition of the object and subject of the research;
  - d) selection of research methods.
5. Conducting empirical research and describing the research process.
6. Statistical analysis of the obtained results.



7. Interpretation of the results of the research.
8. Development of methodological support.
9. Formulation of conclusions and evaluation of the results obtained.
10. Preparation of the text, technical formatting, and submission of the work to the academic supervisor.
11. Revision of the text considering the supervisor's comments.
12. Completion of the preliminary defense at the department and revision based on comments.
13. Submission of the final version of the work to an external reviewer.
14. Preparation for the public defense.
15. Public defense.

**The preparation of an individual calendar work plan** contributes to the timely and high-quality completion of the thesis. The plan is drawn up taking into account the deadlines for intermediate control of the thesis progress. Students are obliged to comply with the deadlines for intermediate control and to submit interim reports on the results of their research to the academic supervisor in a timely manner.

**The search for literature on the topic** (scientific articles, monographs, dissertation abstracts, texts of defended and published theses) is a highly responsible task, as it determines the level of the student's awareness in the researched field. The search should cover both earlier literature and publications from periodicals of the last 5–10 years (at least 30% of the total literature used). Preference should be given to primary sources. Searching the Internet makes it possible to obtain the most up-to-date information about the state of research in the field, the latest directions of modern studies, and their results, but it requires a thoughtful and cautious approach to assessing the quality and scientific validity of available sources.

During the search and analysis of sources, it is necessary to take care in advance of preparing the bibliography and ensuring the correctness of references in the process of writing the thesis. Therefore, when quoting and referring to specific authors and their works, all required information should be indicated immediately: the author's surname, initials, title of the article or book, publication details, year, volume, issue, and page number. It is advisable from the very beginning to prepare the list of references in accordance with the current requirements on separate sheets of paper or in a separate file: this facilitates the process of writing and formatting the thesis and guarantees the correctness of references.

In working with primary sources (scientific literature), one must especially remember the inadmissibility of academic plagiarism and other violations of academic integrity norms, in particular the publication (partially or fully) of scientific results obtained by other individuals as one's own research results and/or the reproduction of published texts of other authors without attribution (in accordance with Article 42 of the Law of Ukraine "On Education").

**The organization and conduct of empirical research** (which is mandatory for bachelor's theses) is based on scientific and ethical principles of academic research.

Careful consideration of organizational aspects (preparation of the necessary materials: tests, questionnaires, answer sheets) significantly facilitates the research process itself and the processing of its results. The analysis and statistical processing of the obtained data, interpretation of research results, and formulation of conclusions constitute the final stage of the completed work.

The student is obliged to complete all stages of working on the topic independently, referring to all used ideas, views, and concepts with the indication of their real authors and sources. No later than one week before the preliminary defense of the bachelor's thesis, the student must submit its electronic version to the graduating department for the purpose of detecting academic plagiarism, monitoring of which is entrusted to the heads of departments and academic supervisors. Violations of academic integrity norms and plagiarism, which are unacceptable in any form, should be distinguished from the degree of originality of the text, which is determined during its verification by special software tools and consists in the percentage of text that is not borrowed from other sources (including citations).

### **Structure of the Bachelor's Thesis**

The bachelor's thesis has the following structure:

1. Title page.
2. Assignment.
3. Abstract.
4. Table of contents.
5. Abbreviations and symbols (if necessary).
6. Introduction.
7. Main body consisting of chapters and subchapters.
8. Conclusions.
9. List of references.
10. Appendices.

The first page of the thesis is the title page, which is included in the pagination but is not numbered. The title page of the master's qualification thesis must include:

- the name of the higher education institution where the thesis was completed;
- the title of the thesis;
- the code and name of the specialty;
- the student's full name;
- the academic degree, academic title, and full name of the supervisor;
- the city and year the thesis was written.

A sample of the title page is provided in Appendix A.

With the approval of the supervisor and the head of the department, the student prepares a detailed outline of the thesis in the Assignment for the bachelor's qualification thesis, which is placed on the next page after the title page. The Assignment is signed by the student and the supervisor and approved by the head of

the department. A sample ‘Assignment for the bachelor’s qualification thesis’ is provided in Appendix B.

Next comes the **Abstract** of the bachelor’s thesis, which must be concise and informative. The abstract should include:

- the title of the thesis;
- the full name (surname and initials) of the author and the supervisor;
- the number of pages, tables, figures, appendices, and sources according to the reference list;
- a brief description of the thesis;
- a list of keywords (5–15 words).

The abstract should not exceed **500 words** and must be placed on **one A4 page**. A sample ‘Abstracts’ is provided in Appendix C.

The **Table of Contents** of the bachelor’s thesis is placed on the page immediately following the abstract. The Table of Contents must indicate the page number on which each part of the thesis begins. The element “**CONTENTS**” must include the following structural components: “**ABBREVIATIONS AND CONVENTIONAL SYMBOLS,**” “**INTRODUCTION,**” the titles of chapters and subchapters in sequence, “**Conclusions to the Chapters,**” “**CONCLUSION,**” “**REFERENCES,**” “**APPENDICES**” with their titles and page numbers indicating the beginning of each structural element. A sample layout of the Table of Contents for a bachelor’s thesis is presented in Appendix D.

If the thesis contains rarely used abbreviations, new symbols, or designations, their list must be provided **before the Introduction** and included in the Table of Contents as “**ABBREVIATIONS AND CONVENTIONAL SYMBOLS.**” They should be formatted in two columns, with the abbreviation on the left and its explanation on the right, for example:

HEI – higher education institution

ISO – International Organization for Standardization, ISO.

In the **INTRODUCTION**, the essence and current state of the problem are presented, the relevance of the topic is justified, and the necessity of its research is substantiated. The initial data for the development of the topic, the **object, subject, purpose, research tasks, hypothesis, research methods, scientific novelty, and practical significance** of the obtained research results, as well as the **experimental base and validation (approbation)** of research results, must be specified.

The volume of the Introduction must not exceed **5 pages** of typed text.

The **relevance of the topic** is presented as a critical analysis and ways of solving a certain contradiction or problem. The relevance of the research topic must also be supported by statistical materials and their qualitative analysis. Its volume must not exceed **one page**.

It should be noted that the topic of the bachelor’s thesis must be based on the relevance of the issue for the enterprise (organization, institution) where the student

works or completed their internship. When selecting a topic, the student must consider the practical possibility of obtaining and analyzing the factual materials of the specific enterprise (organization, institution) on the basis of which the diploma thesis will be prepared.

The topic of the bachelor's thesis must meet the following requirements:

- compliance with the current state of development of science, technologies, methods, and tools;
- relevance and practical significance;
- alignment with the activity domain of a bachelor's graduate in specialty D3 Management;
- sufficient complexity to demonstrate the theoretical knowledge and practical skills acquired during the course of study.

**Example.**

**Topic of the thesis:** *ORGANIZATION OF VOCATIONAL TRAINING OF PERSONNEL AT THE ENTERPRISE*

**State of research on the problem.**

Issues related to the management of modern organizations have been explored in the works of many domestic and foreign scholars who have made a significant contribution to the development of theoretical and practical aspects of management. Among them are P. Drucker [22], H. Mintzberg [18], M. Porter [15], F. Taylor [55], and E. Mayo [68], who outlined fundamental approaches to management, the nature of organizational processes, motivation, and the effectiveness of managerial decision-making.

A significant contribution to modern management theory has also been made by Ukrainian researchers such as O. Vikhansky [4], V. Hrynyova [6], S. Ilyashenko [10], V. Ponomarenko [6], L. Fedulova [11], and M. Kutsenko [14], whose works address issues of strategic and operational management, personnel development, innovative management tools, digital transformation, and organizational development.

Much attention is devoted to adapting management practices to the conditions of digitalization, increasing enterprise competitiveness, and implementing innovative and flexible organizational management methods. Numerous authors [16, 23, 35, 45] substantiate the importance of strategic thinking, innovation, and competency development among personnel for achieving sustainable business performance.

However, despite substantial theoretical exploration, certain aspects of the topic remain debatable and require further clarification and in-depth study. This concerns, in particular, the practical application of modern management tools in specific enterprises, the adaptation of performance assessment methods, the capabilities of digital technologies, and the search for optimal management solutions that take into account the industry specifics, internal environment, and operating conditions of the organization.

**The object of the study** is the process or phenomenon that the researcher focuses on.



**The subject of the study** is the part of the object that is examined under certain conditions (it specifies and concretizes the object of the study).

### **Example**

**Thesis topic:** *STRATEGIC PLANNING OF ORGANIZATIONAL PERSONNEL ACTIVITIES*

**Object of research:** the organization's personnel activities.

**Subject of research:** the process of strategic planning of the organization's personnel activities.

**The aim of the study** is the intended result that the research is directed toward. It is undesirable to use formulations of the research aim such as "justification and development of the foundations," or "development of methods and tools to increase efficiency," etc., without specifying the scientific basis upon which the stated goal is to be achieved.

The aim of the study is implemented through specific **research objectives**. The research objectives are formulated in the form of a list: "to study...," "to analyze...," "to determine...," "to develop...," "to substantiate...," etc. The recommended number of objectives in a bachelor's qualification thesis is 3–4.

The objectives must not only be formulated correctly and clearly, but also arranged in a logical order so that the reader can see the researcher's planned course of action. Observations show that research usually involves three groups of objectives.

The first group of objectives may be related to examining the state of the studied problem in theory and practice, and developing the theoretical foundations of the study.

The second group of objectives is aimed at the direct analysis of the studied problem and the formulation of a refined and specified task taking into account the analysis of the problem.

The objectives of the third group have a practical character.

The first may begin with the words to develop (to substantiate) the theoretical foundations (specifying what exactly), to clarify the status of certain categories, etc.; to define the concept (naming the object); to substantiate (principles, approaches, methodology, etc.).

The second objective begins with the following formulations: to clarify (the meaning, origin, causes, ways of emergence, features, nature, role, place, specificity, factors, etc.); to investigate (the character, characteristics, factors, properties, origin, connections, potential, means, mechanisms, functions, correlations, factors, structure); to identify (indicators, causes, prevalence, connections, ways, means, specificity, determinants, types, factors, characteristics, correlations, structure); to examine (opportunities, specifics, functioning, potential); to analyze (structure, character, dependence, features, implementation); to describe (functioning, method); to determine (volume, types, models, structure, potential, functions, means, system, groups, common and distinctive features, characteristics); to establish (interrelations, interaction, functions, productivity level, motives, influence, types, indicators,

features, connections, role, criteria); to perform (analysis, description); to trace (functioning, features, dependence, means, development, correlations); to define (dynamics, opportunities, processes, boundaries, specificity, place, role, belonging); to demonstrate (the connection); to outline (features, groups, means, mechanisms, significance, constructions); to compare (forms); to reveal (character, status, functions, features, content, influence); to consider (interaction, means); to characterize (features, means, types, specifics); to specify (chronology, boundaries); to clarify (interaction), etc.

Objectives of the third group: to develop a training program, practical recommendations, to propose a correction program, a psychological support system, etc.

The next element of the introduction to the bachelor's thesis is the **research methods**, that is, the set of techniques and operations through which the research is carried out. The research methodology includes:

- theoretical methods: analysis of literary sources or regulatory documents, their synthesis, comparison, generalization, and classification;
- empirical methods: surveys, questionnaires, testing, conversations, interviews; observation, role-play situations, performing situational tasks, experiment;
- methods of mathematical data processing.

### **Information Base of the Research**

The Introduction should specify the information base that served as the source of primary data characterizing the research object, as well as the legislative acts used in studying the problem.

#### **Example:**

The information base for the master's research included:

- Laws of Ukraine, resolutions of the Verkhovna Rada and the Cabinet of Ministers (list the main ones);
- Monographs and articles by domestic and foreign scholars on the topic ...;
- Periodicals (journals: *Personnel*, ..., ..., etc.);
- Statistical collections (documents related to the research object), regulatory documents of ... organization;
- Encyclopedic publications;
- Electronic resources.

**Practical significance of the obtained results.** Information is provided regarding the application of the research results or recommendations for their use; the outcomes of the practical implementation of the obtained results are highlighted, or recommendations concerning their application are presented.

**The experimental base of the research** is indicated to specify where exactly



the experimental work was conducted and who participated in it.

**The structure** of the thesis includes the number of chapters and subchapters of the work, the number of entries in the list of references, the number of appendices, and the number of pages on which they are located.

**Example:**

The structure of a bachelor's thesis is determined by the formulated research aim and the sequence of solving the main research tasks. The qualification thesis consists of an Introduction, three chapters, Conclusions, as well as a list of references and appendices (up to 5 items). The total text volume is approximately 85 pages, with the main content presented on 70–80 pages.

**The main body** of the bachelor's thesis consists of chapters, subchapters, sections, and subsections. Each chapter begins on a new page. At the end of each chapter, conclusions are formulated with a concise summary of the scientific and practical results presented in the chapter, which allows the general conclusions to be systematized and freed from unnecessary details. The thesis must necessarily include the author's own empirical (experimental) research.

The main body of the bachelor's thesis consists of theoretical and practical components of the scientific research, presented in chapters.

The ratio of the theoretical and practical parts:  
30% of the text should constitute the theoretical section (Chapter 1),  
70% — the description of the empirical research and recommendations (Chapter 2).

The content of the chapters in the main body must precisely correspond to the thesis topic and fully reveal it. Furthermore, chapter titles should reflect the specific research tasks.

The chapters of the main body should include:

- A review of the scientific literature on the topic and the selection of research directions;
- Presentation of the general methodology and main research methods;
- Experimental section and research methodology;
- Information on conducted theoretical and/or experimental studies;
- Analysis and synthesis of research results;
- Conclusions for each chapter.

The bachelor's thesis consists of two chapters. Each chapter includes several subsections that must be interconnected, and the material should be presented consistently and logically, with critical analysis of theoretical provisions, statistical data, information of various types, and sources.

## **CHAPTER I**

In the first chapter, the student should conduct a thorough analysis of the practical state of the research problem based on the data collected. The content of this chapter largely corresponds to the report from the research internship.

The student carries out an in-depth analysis of the activities of the research base, paying particular attention to the problem specified in the thesis topic.

Chapter I begins with a concise description of the enterprise, industry, organization, or institution (the research base) on which the experimental work is conducted. The analysis is based on technical, economic, financial, personnel, administrative, organizational, and other documentation characterizing the activities of the research base.

It should be noted that, unlike the first chapter, references in the second chapter are minimal and primarily include legislative and regulatory documents governing the research base, statistical collections, internet publications, and reviews obtained from the organization's documents.

The chapter may include 2–3 relatively independent subchapters that contain analysis and evaluation of specific areas of the research object's activity.

In this chapter, the methods used to address the research tasks are justified, and comparative assessments are made. The overall methodology of conducting the research is also developed.

It is important to clearly distinguish between sources of information obtained from external documents and data collected through personal observations, experiments, calculations, surveys, and other empirical methods.

The chapter should contain a sufficient amount of factual information, presented in tables, graphs, diagrams, charts, and schemes that reflect the research base's performance over the past 2–3 years.

For some thesis topics, it is necessary to include a separate subsection analyzing the industry in which the studied enterprise operates, characterizing main competitors, and determining the enterprise's position in the market.

The volume of the second chapter should constitute approximately 30–35% of the total thesis.

The chapter concludes with an evaluation of the obtained results and corresponding conclusions.

In the chapter conclusions, the student should briefly define the position of the research base in the service market, summarize the essence of the problem under investigation, outline the causes of the problem, and present the results with figures and facts. Additionally, the novelty of the obtained results, the correspondence between theoretical predictions and experimental or practical data, and the practical significance of the results should be highlighted.

## **CHAPTER II**

The second chapter should contain well-founded, specific proposals by the author aimed at achieving the goal stated in the Introduction and solving the management problem defined by the thesis topic. The feasibility of the proposed



measures should be justified, and their impact on the research base's performance assessed (for example: improving enterprise efficiency, enhancing service quality, etc.).

The calculation part of the chapter should include calculations of the economic or social efficiency of three proposed measures.

A hallmark of a high-quality thesis is the use of economic-mathematical calculations when justifying the proposed measures (for example: network diagrams, forecasts, etc.).

The student must evaluate the completeness of task fulfillment, the reliability of obtained results (characteristics, parameters), and, where appropriate, compare them with results from domestic and foreign studies. Any need for additional research or negative results requiring cessation of further study should also be discussed.

Structurally, Chapter II consists of 2 subsections. The volume of the chapter should constitute at least 25% of the total thesis.

The chapter concludes with a summary of the directions for solving the problem identified in the previous chapter. Responsibility for the results of calculations and the conclusions drawn from them lies with the author of the thesis.

Each chapter must conclude with brief **summaries** indicating the positive findings revealed in the research, as well as shortcomings and issues identified during the study. The volume of conclusions for each chapter should not exceed two pages.

In the final **CONCLUSIONS** of the bachelor's thesis, it is recommended to summarize the conducted research, present the main practical results, and provide recommendations regarding their practical application. The conclusions should not take the form of a report; instead, they must reflect the results of the research and correspond to its objectives.

Conclusions should include:

- A concise summary of the main scientific and practical results obtained;
- The novelty and significance of the results for science and practice;
- Recommendations for the practical application of the research findings.

The first point of the conclusions briefly evaluates the state of the problem. Subsequently, the methods used to solve the research problem, their practical analysis, and comparisons with known solutions are presented.

In the conclusions, it is necessary to:

- Emphasize qualitative and quantitative indicators of the results;
- Justify their reliability;
- Provide recommendations for using the research results in practice.

To maintain a proper academic style, phrases such as “analyzed...,” “established...,” “revealed...,” “which allowed...,” “proved...,” “demonstrated...,” “studied...,” “developed...,” “obtained...,” “proposed...,” “recommended...,” “considered appropriate...” can be used.

Conclusions must correspond to the research tasks. The reader should be able to assess the degree to which the author has achieved the stated goal and completed the tasks. The volume of conclusions is typically 2–3 pages.

Only those sources that are cited in the text, as well as those used in presenting particular scientific concepts, should be included in the **LIST OF REFERENCES**. The list should consist of legislative acts, regulatory documents, domestic and foreign scientific, educational-methodological and specialized literature, professional publications, Internet resources, and foreign sources (2–3 items). It should be noted that 25% of the cited sources must consist of the most recent literature published within the last 5 years.

In the text, references are indicated with a number in square brackets corresponding to the source number in the reference list, for example, [5] or [35; 123]. If a quotation is used in the text, the page number must also be specified in addition to the reference to the literature source, for example, [123, p. 24].

The reference list must contain at least 45 entries.

The list of references should be arranged either in alphabetical order or in the order in which the sources appear in the text of the thesis. It must be formatted in accordance with the requirements of DSTU 8302:2015 “Information and documentation. Bibliographic reference. General requirements and rules for compilation.”

The list of references must include abstracts and articles authored by the student related to the topic of the bachelor’s thesis. The number of reference entries should correspond to the length of the thesis text ( $\pm 5$  sources).

A sample of List of reference formatting is provided in Appendix E.

In the **APPENDICES**, supplementary materials are provided, such as:

- Intermediate mathematical proofs, formulas, and calculations;
- Tables of supporting statistical data;
- Test protocols, implementation reports, and effect calculations;
- Instructions, methodologies, and descriptions of algorithms or programs developed during the research;
- Survey or questionnaire materials;
- Illustrations of supplementary material;
- Copies of certificates, reports, or other official documents.

The appendices are placed in the order in which they are referenced in the text of the bachelor’s thesis. Appendices are designated sequentially with capital letters of the Ukrainian alphabet, except for the letters І, Є, З, І, Ї, О, Ч, Ђ, and are formatted as follows: **APPENDIX V**. The text of each appendix begins on a new page. If the thesis contains only one appendix, it is designated as **APPENDIX A**.

Each appendix must have a title. The appendix label is printed centered on the page in uppercase regular font, and the title of the appendix is printed in uppercase bold font centered below it. All appendices must be listed in the table of contents with their numbers and titles.

Figures, tables, and formulas in the appendices are numbered within each appendix, beginning with the letter designating the appendix. For example, Figure G.3 — the third figure in Appendix G. If a section of an appendix continues on another page, its title should appear as “**Continuation of Appendix ...**”, positioned

in the upper right corner.

A sample of appendix formatting is provided in Appendix F.

The recommended length of a bachelor's thesis is **60–70 pages**. This volume does **not** include the list of references and the appendices. A deviation within +/- **10%** is permitted.

### **Typical shortcomings and mistakes in thesis preparation**

- Lack of academic independence: the paper represents compilation or plagiarism (originality below 60%, absence of personal interpretation).
- The content of the bachelor's thesis does not correspond to the outline or fails to fully disclose the topic, particularly in the main section.
- Formulated sections (subsections) do not reflect the real problem situation or the state of research on the subject.
- The research aim is not connected to the problem, formulated abstractly, and does not reflect the specifics of the research object and subject.
- Insufficient comprehensive analysis of up-to-date official and regulatory documents, and recent specialized literature on the topic (last 2–10 years).
- Analytical review of national and international publications appears as an annotated list rather than reflecting the degree of scholarly development of the problem.
- The final result does not correspond to the research aim; conclusions do not address research objectives.
- Insufficient citation of primary sources or citations that do not correspond to the bibliography.
- Bibliographic references are formatted arbitrarily without compliance with the national standard.
- Illustrative materials (tables, diagrams, schemes) are taken not from primary sources, but from textbooks, manuals, monographs or articles.
- The volume and formatting of the work do not meet requirements; the paper is poorly designed or contains errors.

## **2. Technical requirements for formatting a bachelor's thesis**

The bachelor's thesis must be printed using a computer on one side of white A4 paper (210×297 mm), with 1.5 line spacing and up to 30 lines per page. Tables, illustrations and appendices may be presented on A3 format sheets. Tables, figures, diagrams, graphs, and other illustrative materials in both the text and the appendices must be executed on standard sheets (21×30 cm) or affixed onto standard white pages.

The text must be printed leaving the following margins: left – at least 30 mm, top and bottom – at least 20 mm, right – at least 10 mm. The paragraph indent is 1.25 cm. The typeface must be size 14, clear, medium weight, with uniform text density.

The main body of the thesis must be divided into chapters and subsections. Each structural element of the thesis begins on a new page, and the headings

“CONTENTS,” “INTRODUCTION,” “CHAPTER,” “CONCLUSIONS,” “LIST OF REFERENCES,” “APPENDICES” are printed in uppercase bold letters centred on the line. Chapter titles are printed in uppercase bold letters without a full stop at the end, centred on the line. Subsection titles are printed with paragraph indent, starting with a capital letter and without a full stop at the end. The spacing between a subsection title and the text must be at least one line interval. It is not permitted to place a chapter or subsection title on the last line of a page.

At the end of each chapter, conclusions to the chapter are provided. The spacing between the subsection text and the conclusions must be at least one line interval.

## **Numbering**

Page, section, and subsection numbering in the thesis is given in Arabic numerals without the “№” sign. The title page is considered page one and is included in the general page count, but the page number is not printed on it. On all subsequent pages, the page number is placed in the upper right corner without a period after the number.

## **Illustrations**

The thesis should include illustrations based on a carefully developed thematic plan, where each illustration corresponds to the text and the text refers to the illustration. The main types of illustrative materials are drawings, technical diagrams, charts, photographs, schemes, tables, and graphs.

The illustration number consists of the chapter number and the sequential number of the illustration within that chapter, separated by a period. For example, “Figure 2.3” means the third figure in Chapter 2. If only one figure appears in the thesis, it is labeled “Figure 1.” The title of the figure should be printed with an initial capital letter and placed below the illustration, centered (see Figure 1).

## **Tables**

Numerical data presented in the bachelor’s thesis should be formatted as tables. The table number consists of the chapter number and the sequential number of the table within that chapter, separated by a period — for example: “Table 1.2” (the second table of Chapter 1). The table title is printed in italics, starting with a capital letter, and is placed above the table aligned to the right (see Table 1.1). The word “Table” itself is centered.

It is not permitted to place the table title on the last line of a page or to separate the title from the table. If part of a table is continued on the next page, the title should appear as “Continuation of Table ...” positioned at the upper left corner of the page. On the final page where the table appears, “End of Table ...” is printed in the upper left corner.



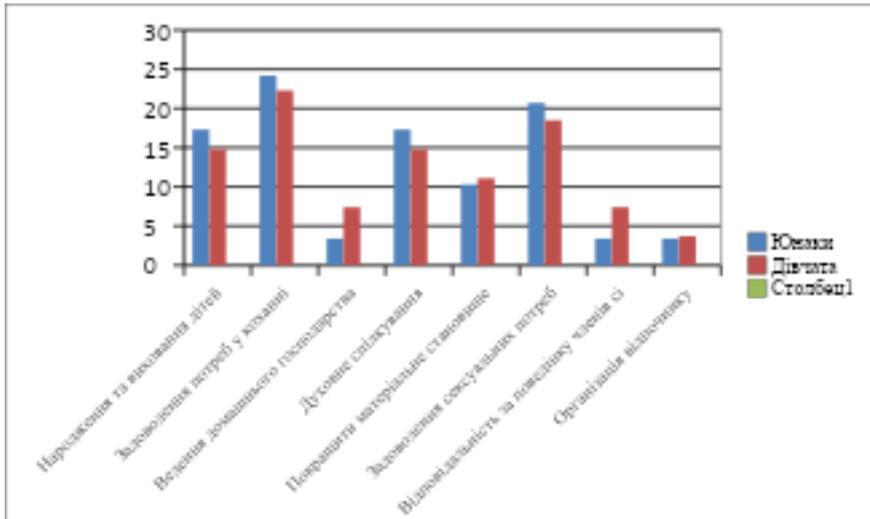


Figure 1. Indicators of the subscales of the mental “burnout” syndrome

Table 1.1

Quantitative indicators of the subscales according to the methodology “Burnout Syndrome” in professions of the “person–person” system

Level of subscale manifestation	Emotional exhaustion	Depersonalization	Reduction of personal achievements
	%	%	%
Low level	72	74	78
Medium level	16	14	10
High level	12	12	12

### Formulas

Several short single-type formulas separated from the text are presented in one line. Small and uncomplicated formulas that do not have independent significance are inserted within the lines of the text. Explanations of the values of symbols and numerical coefficients are given directly below the formula in the order in which they appear in the formula. The value of each symbol and numerical coefficient is given on a new line.

Sequential numbers of formulas are marked with Arabic numerals in parentheses near the right margin of the page without periods. If the formula number does not fit in the same line with the formula, it is moved to the next line below the formula, and the formula number is placed at the level of the last line.

For example, the formula for calculation using the “G sign-test criterion.”

$$G_{sp} = \left\{ \begin{array}{l} 1 (p \leq 0,05) \end{array} \right. \quad (2.1.)$$

0 ( $p \leq 0,01$ )

$G_{\text{емп}} = 0$ , звідси  $G_{\text{емп}} < G_{\text{кр}}$ .  
Отже  $H_0$  відхиляється, а приймається  $H_1$  ( $p \leq 0,01$ ).

## References

References to sources in the text of the bachelor's thesis should be indicated by the sequential number in the reference list, enclosed in double square brackets, for example, [1]. If it is necessary to refer to a specific part or particular pages of the source, the reference may be given in a footnote, and the reference number must correspond to the bibliographic description in the reference list, for example: [1, p. 7].

When referring to structural elements of the work, the following expressions should be used: "in Chapter 2," "see 2.1," "according to Table 2.1," "in Figure 2.5," "(Appendix B)," etc.

## Lists

Lists are included in the text when necessary. A colon is placed before the list. If the document contains lists with a single level of subordination, each item should begin with an en dash "–".

If the text contains lists of different hierarchical levels, the highest level is designated by lowercase letters of the Ukrainian alphabet, the next level — by Arabic numerals, and the lowest — by the en dash "–". After the letter or numeral, a closing parenthesis is placed.

For example:

- a) shape and size of cells;
- b) non-living inclusions;
- c) tissue formation.

## 3. Requirements for the Defense of the Bachelor's Qualification Thesis

For the defense of the bachelor's qualification thesis, the student must prepare a concise presentation that briefly outlines the main research results.

In the presentation, the student must address the following points:

- relevance of the research topic;
- object and subject of the study;
- purpose and objectives;
- research hypothesis;
- research methods;
- practical value of the work;
- main theoretical provisions and their confirmation in the course of the experimental study;
- conclusions and recommendations resulting from the conducted research.

Presentation duration: 7–10 minutes (5–6 pages of A4 text).

A sample presentation for the defense is provided in Appendix G.



The student must also prepare a computer-based presentation for the defense of the qualification thesis—an organized set of sequential slides in a special format containing concise information on the research topic.

The presentation must include:

- a title slide;
- slides presenting the main components of the work (the categorical framework of the research);
- the main part of the study (key concepts, research methodology, results of the empirical research, etc.);
- slides with research conclusions.

After receiving permission for the defense of the qualification thesis, the presentation is submitted to the supervisor for review of its content and structure within the timeframe specified in the assignment for the qualification thesis, but no later than 15 days before the meeting of the examination committee for the defense.

The supervisor evaluates the work and prepares a **review**.

A sample review is provided in Appendix H.

Next, the student receives a referral for external review. The external reviewer is a leading specialist in the field or a researcher who thoroughly examines the bachelor's qualification thesis and prepares a review. The review is provided in written or printed form and must contain an evaluation of the qualification thesis.

A sample review is provided in Appendix I.

The **criteria for evaluating** the bachelor's qualification thesis are:

- clarity, completeness, and consistency in addressing each point of the plan and the topic as a whole;
- quality of the empirical study;
- creative level of the research;
- academic style of presentation;
- absence of spelling and syntactic errors;
- correct formatting of the work in accordance with standards;
- effectiveness of the presentation and answers to questions from the members of the Examination Commission.

### **General criteria for evaluation of the Bachelor's thesis**

#	Content of Evaluation	Institutional Grade	ECTS Grade
	– full correspondence of the content to the topic;	Excellent	A

<ul style="list-style-type: none"> <li>– the topic is covered deeply and comprehensively;</li> <li>– the conceptual framework of the research is correctly defined;</li> <li>– norms of academic writing and literacy are observed;</li> <li>– requirements for writing and formatting are met;</li> <li>– the work is completed at a high level of complexity and academic rigor;</li> <li>– the source base is fully and effectively used;</li> <li>– illustrative materials are well-structured, high-quality, and appropriately presented;</li> <li>– the student demonstrated independence in planning and conducting the research;</li> <li>– the research results were properly validated;</li> <li>– the work was completed according to the approved schedule;</li> <li>– the supervisor’s review is positive;</li> <li>– the reviewer assessed the work as very high quality (“excellent”);</li> <li>– confident and well-reasoned defense using modern visualization methods, high level of understanding of the content, clear and correct responses to questions.</li> </ul>		
<ul style="list-style-type: none"> <li>– the content fully corresponds to the topic;</li> <li>– sufficiently complete and in-depth coverage of the topic;</li> <li>– the conceptual framework is correctly defined;</li> <li>– overall adherence to academic writing norms and literacy;</li> <li>– minor deviations from requirements for writing and formatting;</li> <li>– sufficiently high level of complexity and academic rigor;</li> <li>– appropriate representation and use of source materials;</li> <li>– well-organized illustrative material;</li> <li>– demonstrated elements of independence in planning and conducting research;</li> <li>– the work was completed according to schedule;</li> <li>– generally positive supervisor review;</li> <li>– the reviewer, with minor comments, evaluated the work as high (“good” on the national scale);</li> <li>– overall confident, reasoned presentation and good level of subject knowledge, correct answers</li> </ul>	Good	B

	to questions.		
	<ul style="list-style-type: none"> <li>– the content corresponds to the topic;</li> <li>– topic generally covered;</li> <li>– generally correct definition of the conceptual framework;</li> <li>– occasional violations of academic writing norms;</li> <li>– occasional deviations from requirements for writing and formatting;</li> <li>– sufficient level of complexity and academic rigor;</li> <li>– sufficient level of use of the source base;</li> <li>– illustrative material is well-organized and presented;</li> <li>– some elements of student independence in planning and conducting research;</li> <li>– overall adherence to schedule;</li> <li>– minor comments in the supervisor’s review;</li> <li>– the reviewer, noting shortcomings, rated the work as sufficiently high (“good”);</li> <li>– generally logical and reasoned presentation and correct answers to questions.</li> </ul>	Good	C
	<ul style="list-style-type: none"> <li>– content largely corresponds to the topic;</li> <li>– insufficient depth of topic coverage;</li> <li>– conceptual framework requires clarification;</li> <li>– some deviations from scientific writing and formatting requirements;</li> <li>– violations of academic culture and literacy standards;</li> <li>– average level of complexity and academic rigor;</li> <li>– source base is partially represented and used;</li> <li>– illustrative material only partially reflects the content, significant remarks on formatting;</li> <li>– lack of student independence in planning and research;</li> <li>– violations of the work schedule (recorded in departmental reports and supervisor feedback);</li> <li>– substantial remarks in supervisor review and external review;</li> <li>– unconfident defense, incomplete or incorrect responses to questions.</li> </ul>	Satisfactory	D
	<ul style="list-style-type: none"> <li>– content largely corresponds to the topic;</li> <li>– incomplete coverage of the topic;</li> </ul>	Satisfactory	E

	<ul style="list-style-type: none"> <li>– conceptual framework requires substantial clarification;</li> <li>– significant violations of academic culture and writing norms;</li> <li>– substantial deviations from requirements for scientific writing and formatting;</li> <li>– minimal sufficient level of complexity and academic rigor;</li> <li>– minimal sufficient level of source use;</li> <li>– illustrative materials are unsystematic and poorly formatted;</li> <li>– student demonstrated inability to independently plan and conduct research;</li> <li>– serious schedule violations recorded in department protocols and supervisor feedback;</li> <li>– numerous comments in supervisor review;</li> <li>– reviewer notes major shortcomings, evaluating work with a minimal positive grade (“satisfactory”) if defended successfully;</li> <li>– minimal knowledge of content, unconfident presentation, unclear or incomplete responses.</li> </ul>		
	<ul style="list-style-type: none"> <li>– the content does not correspond to the topic;</li> <li>– the topic is not disclosed;</li> <li>– conceptual framework incorrectly defined;</li> <li>– significant errors throughout the content;</li> <li>– non-compliance with norms of academic writing and formatting;</li> <li>– the work does not meet official academic requirements;</li> <li>– insufficient complexity and scientific level;</li> <li>– superficial or insufficient use of sources;</li> <li>– absence or poor quality of illustrative materials;</li> <li>– inability to independently plan and conduct research;</li> <li>– failure to meet schedule, recorded in protocols and supervisor’s review;</li> <li>– negative supervisor review;</li> <li>– reviewer identifies systemic deficiencies and gives a negative evaluation (“unsatisfactory”);</li> <li>– unconfident defense, low level of mastery, inability to answer questions.</li> </ul>	Unsatisfactory	FX
	<ul style="list-style-type: none"> <li>– content does not correspond to the topic;</li> </ul>	Unsatisfactory	F

<ul style="list-style-type: none"><li>– topic not disclosed;</li><li>– plagiarism detected;</li><li>– the work does not meet academic writing and formatting requirements;</li><li>– the work lacks academic character;</li><li>– absence of illustrative materials;</li><li>– inability to independently plan and conduct research;</li><li>– schedule violation recorded in departmental protocols;</li><li>– negative supervisor review;</li><li>– negative reviewer evaluation (“unsatisfactory”);</li><li>– student does not demonstrate understanding of the work, absence of defense presentation;</li><li>– student unable to answer questions from the commission.</li></ul>		
---	--	--

## APPENDICES

### APPENDIX A

*Sample title page format*

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

Educational and Scientific Institute of Management, Economics and Business  
Department of Business Management

**Petrenko Petro Petrovych**  
*(full name of the student)*

---

*(title of the thesis)*

QUALIFICATION THESIS  
for obtaining the educational degree  
BACHELOR

specialty D3 Management

Qualification thesis  
approved for defense  
Head of Department

“ ” \_\_\_\_\_ 202\_\_

Scientific supervisor:  
Oleksienko A.V.  
*(full name,  
academic degree, academic title)*

*The thesis contains the results of one's own research. The use of ideas, results,  
and texts of other authors is referenced to the appropriate source.*

\_\_\_\_\_  
*(signature)*      Petrenko P.P.  
*(surname and initials)*

Kyiv, 20\_\_



*Sample format of the assignment for the qualification thesis*

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

Educational and Scientific Institute of Management, Economics, and Business  
 Department of Business Management

Level of higher education: first (bachelor's) level  
 Field of knowledge: D Business, Administration and Law  
 Specialty: D3 Management  
 Study program: Management

**“APPROVED”**  
 Head of Department

\_\_\_\_\_ 202\_\_

**ASSIGNMENT**  
**for the bachelor qualification thesis**

**Petrenko Petro Petrovych**  
*(full name of the student)*

1. **Thesis Topic:** \_\_\_\_\_  
**Thesis Supervisor:**

\_\_\_\_\_

*(position, academic degree, academic title)*

\_\_\_\_\_

*(surname, first name, patronymic)*

2. Deadline for submission of the completed thesis “\_\_\_\_\_” \_\_\_\_\_ 202\_\_
3. Initial data: materials from professional and pre-graduation internship, textbooks, monographs, methodological guidelines, Internet resources, periodicals on the research topic
4. Required Graphical and Analytical Materials for the Research Topic: \_\_\_\_\_
5. List of graphical materials: \_\_\_\_\_ tables, \_\_\_\_\_ figures.
6. Calendar plan for completing the thesis

No.	Stages of work	Completion deadline	
		Planned	Delivered



1.	Selection of the topic and appointment of the supervisor of the qualification thesis.		
2.	Approval of the qualification thesis topic.		
3.	Receiving the assignment for scientific research and preparing the calendar plan for completion of the qualification thesis, approved by the supervisor.		
4.	Collection and summarization of materials related to the topic.		
5.	Preparation of the first (draft) version of the thesis and submission to the supervisor for review.		
6.	Revision of the text based on the supervisor's comments, enhancing the work with additional research conducted during the pre-graduation internship, and submission for re-evaluation.		
7.	Submission of the qualification thesis for registration at the department, reviewing, and preparation of the supervisor's feedback.		
8.	Preparation for the defense of the qualification thesis at the meeting of the Examination Commission.		
9.	Defense of the completed qualification thesis..		

Date of assignment issuance: \_\_\_\_\_

Supervisor \_\_\_\_\_ (Full Name)

Assignment accepted for execution by  
Student \_\_\_\_\_ (Full Name)

## ABSTRACTS

**Shyshkova Viola Arturivna. "Organizational and economic support for innovative development of an enterprise" Manuscript.**

*Thesis for obtaining the educational and qualification level "bachelor" Interregional Academy of Personnel Management. Kyiv, 2025.*

**Relevance of the research topic** is that in the conditions of a changing global and domestic environment, the key factor in the competitiveness of industrial enterprises is the effective management of its innovative development based on monitoring the level of innovation of the enterprise, target quantitative and qualitative indicators.

**Aim of work** consists in analyzing the organizational and economic support of innovative development as the basis for the innovative development of the enterprise and developing proposals for improving the organizational and economic support of innovative development.

The work used such research methods as a systems approach, methods of economic and statistical analysis, grouping, graphic modeling of organizational structures, and expert assessment.

**Keywords:** *innovation, innovative activity, innovative development, organizational and economic support..*

*Sample format of the Table of Contents for the qualification thesis*

TABLE OF CONTENTS (sample)

INTRODUCTION.....

CHAPTER 1. (TITLE).....

1.1. (Title).....

1.2. (Title).....

1.3. (Title).....

Conclusions to Chapter One.....

CHAPTER 2. (TITLE).....

2.1. (Title).....

2.2. (Title).....

Conclusions to Chapter Two.....

CONCLUSION.....

LIST OF REFERENCES.....

APPENDICES.....

**Example of formatting used sources in accordance with DSTU 8302:2015**

Source characteristics	Design example
Books: One author	1. Murashko M. I. Personnel management: a textbook. K.: Znannya, KOO, 2015. 435 p. 2. Androschuk G. Commercialization of dual-use technologies: the experience of the USA. Theory and practice of intellectual property. 2013. No. 1. pp. 51–65.
Two authors	1. Andrushkiv B. M., Chernychynets. K. S. Corporate management: textbook. Condor, 2021. 528 p.
Three authors	1. Kolot V. M., Repina I. M., Shcherbyna O. V. Entrepreneurship: organization, efficiency, business culture: textbook. Kyiv: KNEU, 2020. 444 p.
Four and more authors	Bilyk M. D., Pavlovska O. V., Prytulyak N. M., Nevmerzhytska N. Yu. Financial Analysis. Kyiv: KNEU, 2005. 592 p. or Financial analysis / M. D. Bilyk et al. Kyiv: KNEU, 2005. 592 p.
Without author	1. Management: theory and practice: textbook. Kyiv: Atika, 2017. 584 p. 2. Management: conceptual and terminological. Dictionary. Kyiv: MAUP, 2015. - 744 p. 3. Ukraine in figures. 2007: stat. collection. / State Committee of Statistics of Ukraine. Kyiv: Consultant, 2008. pp. 185-191
Multi-volume document	1. Bondarenko V. G. Probability theory and mathematical statistics: in 2 parts; Part 1 / V. G. Bondarenko, I. Yu. Kanivska, S. M. Paramonova. Kyiv: NTUU "KPI", 2015. 125 p.
Conference and congress materials	1. Economics, management, education in the system of reforming the agro-industrial complex: materials of the All-Ukrainian conference of young agricultural scientists [“Youth of Ukraine and Agrarian Reform”], (Kharkiv, October 11-13, 2000) / Department of Agrarian Policy, Kharkiv State Agrarian University named after V. V. Dokuchaev. X.: Kharkiv State Agrarian University named after V. V. Dokuchaev, 2020. 167 p. 2. Riskology in economics and entrepreneurship: collection of scientific works based on materials of the international scientific-practical conference, March 27-28, 2021 / Ministry of Education and Science of Ukraine, State Tax Administration of Ukraine [and others]. Kyiv: Kyiv National University: Academician of the State Tax Service of Ukraine, 2024. 452 p.

Dictionaries	<p>1. Timoshenko Z. I. The Bologna process in action: a dictionary-reference book of basic terms and concepts from the organizational training process in higher education institutions / Z. I. Timoshenko, O. I. Timoshenko. - K.: European University, 2015. 57 p.</p> <p>2. European Union: dictionary-reference book / [ed.-compiled by M. Marchenko]. 2nd ed., updated. K.: K.I.S., 2025. 138 p.</p>
Legislative and regulatory documents	<p>1. Constitution of Ukraine: current legislation as of October 10, 2011. Kyiv: Alerta; TsUL, 2011. 96 p.</p> <p>2. Law of Ukraine "On Labor Protection": as of 14.10.92, No. 2694-XII // All about accounting. K., 2012. No. 48-49. P. 8-23.</p> <p>3. Law of Ukraine "On High-Danger Objects" // Bulletin of the Verkhovna Rada of Ukraine. Official. ed. K.: Parlam. ed., 2021. - No. 15. - p.73.</p> <p>4. Criminal Procedure Code of Ukraine: as of December 1, 2025 / Verkhovna Rada of Ukraine. Official edition. Kyiv: Parliamentary Publishing House, 2025. 207 p.</p> <p>5. On the establishment of the National Council of Ukraine for the Development of Science and Technology: Resolution of the Cabinet of Ministers of Ukraine dated April 5, 2017 No. 226. Verkhovna Rada of Ukraine. Legislation of Ukraine URL: <a href="http://zakon2.rada.gov.ua/laws/show/226-2017-%D0%BF">http://zakon2.rada.gov.ua/laws/show/226-2017-%D0%BF</a></p>
Standards	<p>1. Water quality. Dictionary there arerminov: DSTU ISO 6107-1:2004 - DSTU ISO 6107-9:2004. - [Valid from 2005-04-01]. K.: State Consumer Standard UkRainy, 2025. - 181 p.</p> <p>2. Safety requirements for control, measuring and laboratory electrical equipment. Part 2-020. Additional requirements for laboratory centrifuges (EN 61010-2-020:1994, IDT) : DSTU EN 61010-2-020:2005. - [Valid from 2007-01-01]. - K.: Derzhspozhyvstandart Ukrainy, 2015. IV, 18 p.</p>
Bibliographic indicators	<p>Kuts O. S. Bibliographic index and annotations of candidate dissertations defended in the specialized academic council of the Lviv State University of Physical Culture in 2006 / O. Kuts, O. Vatsaba. Lviv: Ukr. Technologies, 2025. 74 p.</p>
Dissertations	<p>Petrov P. P. Activity of young stars of solar mass: dissertation of the doctor of physical and mathematical sciences: 01.03.02 / Petrov Petro Petrovych. K., 2015. 276 p.</p>
Dissertations abstracts	<p>Slavgorodska O. Yu. Formation of a strategy for the management of the enterprise's personnel: author's abstract of the dissertation of the candidate of economic sciences: 08.06.01. Kharkiv National Economic University. Kh., 2015. 20 p.</p>
Part of a book, periodical, serial (articles)	<p>1. Golovach N. V. Structural and functional model of professional competence of a specialist in personnel management and labor economics. N. V. Golovach: collection of stat. of the fourth All-Ukrainian conference [“Conceptual principles of management</p>

	formation in Ukraine”], February 28 - March 5, 2012) // Scientific works of the Institute of Management of Ukraine. Kyiv: Publishing house “Personnel”, 2022. P.71-76.
Electronic resources	Tsybulev P.M. Commercialization of research results. URL: <a href="http://www.ttb.kpi.ua/ua-s/publications/cibulov">www.ttb.kpi.ua/ua-s/publications/cibulov</a>

*Sample format of an Appendix*QUESTIONNAIRE “FAMILY AND MARRIAGE THROUGH THE EYES OF  
HIGH SCHOOL STUDENTS”

The value of life for you lies in (select no more than 3 options):

- a) higher education;
- b) community work;
- c) communication with friends;
- d) physical education and sports activities;
- e) communication with a loved one;
- f) creating a family, family life;
- g) material well-being;
- h) interesting work;
- i) leisure;
- j) raising children;
- k) comfortable housing;
- l) recognition by relatives, colleagues, friends.

What do you think about marriage?

- a) I think about marriage and creating a family, but I will not rush into it;
- b) I strive to get married as soon as possible after finishing school;
- c) I believe that marriage and family hinder personal development, therefore d)
- I am not thinking about creating a family;
- e) I have not thought about this question.

.....

Thank you for your answers.



In accordance with the second objective (researched, identified, clarified, developed, proposed)

---

Thus, the results of the research are

---

Thank you for your attention!

Sample review of the bachelor's paper

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

Educational and Scientific Institute of Management, Economics, and Business  
Department of Business Management

**REVIEW**  
**of the supervisor of the bachelor's paper of student**

---

(last name, first name, patronymic)

Level of higher education: first (bachelor's) level  
Field of knowledge: D Business, Administration and Law  
Specialty: D3 Management  
Study program: Management

Title of the bachelor's paper:

“ \_\_\_\_\_ ”.

Relevance of the topic

---

Object and subject of the research:

The object of the research is

---

The subject of the research is

---

Purpose and objectives of the research:

The purpose of the research is

---

Research objectives:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

Structure of the paper and its description by chapters:

The first chapter of the paper

---

The second chapter of the paper

---

The level of the student's readiness to perform professional duties

---

Compliance of the bachelor's paper format with regulatory requirements:

---

\_\_\_\_\_.  
Research results (scientific, practical):

\_\_\_\_\_.  
Conclusion on compliance of the bachelor's paper with the assigned task:

\_\_\_\_\_

\_\_\_\_\_.  
Overall evaluation of the bachelor's paper:

\_\_\_\_\_.

Supervisor:

\_\_\_\_\_

Academic degree, academic title, position

“ ” \_\_\_\_\_ **20** \_\_\_\_\_

## Sample review of the bachelor's paper

PRIVATE JOINT-STOCK COMPANY  
 "INSTITUTION OF HIGHER EDUCATION  
 'INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT'"

## REVIEW OF THE THESIS

of the student \_\_\_\_\_  
 (last name, first name, patronymic)

on the topic " \_\_\_\_\_ "

Relevance of the qualification paper \_\_\_\_\_.

Conclusion regarding the compliance of the qualification paper with the assignment  
 \_\_\_\_\_.

Characteristics of the implementation of each chapter of the qualification paper, the degree of application of the latest achievements of science and technology and advanced working methods  
 \_\_\_\_\_.

In the first chapter of the paper \_\_\_\_\_.

In the second chapter of the paper  
 \_\_\_\_\_.

Positive aspects of the qualification paper \_\_\_\_\_.

Negative aspects of the qualification paper \_\_\_\_\_.

General feedback on the paper \_\_\_\_\_.

Other comments \_\_\_\_\_.

Evaluation of the bachelor's paper \_\_\_\_\_.

REVIEWER

(last name, first name, patronymic, position, place of work)

“ \_\_\_\_\_ ” 20

\_\_\_\_\_  
 Signature



## REFERENCES

1. Law of Ukraine "On Higher Education": current legislation as of February 3, 2017. - Kyiv: Alerta, 2017. 96 p.
2. Legislation of Ukraine on education: collection of official texts of laws as of February 1, 2012. Kyiv: TsUL, 2012. 274 p.
3. Babanskyi Yu. K. Methodology of pedagogical research. Kyiv: Higher School, 2020.
4. Vasiliev G. P. Methodology and organization of scientific research. Kyiv: Center for Educational Literature, 2021.
5. Hadyatsky M. V. Fundamentals of Scientific Research: Textbook. Kyiv: KNEU, 2018.
6. Kovalenko O. V. Methodology and techniques of scientific research. Kyiv: Academy, 2022.
7. Kukhar V. P. Fundamentals of Scientific Research. Lviv: Novyj Svit, 2020.
8. Polyansky V. Methodology for writing qualification papers. Kharkiv: Lira, 2021.
9. Sydorenko V. V. Organization of scientific research: methodological principles. Kyiv: Education of Ukraine, 2020.
10. Yaroshenko O. G. Methodology of scientific activity: educational and methodological manual. Kyiv: KNEU, 2020.
11. Fink D. How to write scientific papers. Kyiv: Osnovy, 2020.
12. Turkot T. Academic integrity and citation rules. Lviv: Svit, 2021.
13. Borovyk L. Registration of scientific papers according to the requirements of DSTU. Kyiv: Millennium, 2022.
14. APA Manual. Publication Manual of the American Psychological Association. 7th ed., 2020.