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**EDUCATION AND RESEARCH INSTITUTE
EUROPEAN BUSINESS SCHOOL**

**Department of Management, Finance and Business
Administration**

MANAGEMENT

Methodological Recommendations for the Execution of Term Papers
for students of all modes of study
specialty: 073 Management

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Methodological recommendations for the execution of the term paper in the Management discipline, specialty: 073 Management, knowledge area: 07 Management and Administration, for students of all modes of study / Developers: Y.S. Remyha, PhD in Economics, Associate Professor, Professor at the Department of Management, Finance and Business Administration, N.V. Pryimak, PhD in Economics, Acting Head of the Department of Management, Finance and Business Administration. – K.: 2022. – 26 p.

Methodological recommendations for the execution of the term paper in the Management discipline cover the entire process of preparing the term paper, from selecting a topic to its defense. They outline the methodology for writing and organizing the term paper, provide topics and rules for formatting the manuscript, detail the grading system, and explain discussion and defense procedures.

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Introduction

According to curricula for training Bachelors of Management, all students enrolled in the 073 Management specialty, knowledge area: 07 Management and Administration are required to execute a term paper in the Management discipline.

Executing the term paper is a form of independent educational and, at the same time, research work designed to show the quality of students' acquired knowledge and ability to apply it when addressing theoretical and specific practical issues in management activities.

Executing the term paper has several *goals*:

- 1) to consolidate and advance theoretical knowledge gained by students while studying the Management discipline;
- 2) to develop students' skills in independent work with specialized literature, reference materials, sources of statistical information, etc.;
- 3) to develop the ability to summarize theoretical materials and independently draw conclusions;
- 4) to provide skills in developing suggestions, substantiating and defending personal viewpoints on investigated issues, as well as to foster the ability to apply acquired theoretical knowledge to solve specific practical problems.

Writing a term paper aims to facilitate the deeper understanding of program topics covered in the course. This requires students to independently and thoroughly study not only educational materials but also specialized literature, monographs, and articles published in periodicals and scientific collections.

The term paper should include elements of scientific inquiry aimed at finding more efficient solutions to studied issues. To achieve this, students should collect and conduct a comparative analysis of information from various literary sources, locate and process relevant statistical materials, summarize these data, and formulate their own conclusions and suggestions.

Full-time students execute their term paper based on the thorough study and synthesis of theoretical principles from relevant literary sources, as well as by utilizing factual data provided in statistical yearbooks, scientific literature, and periodicals.

Part-time students should also use instructional, regulatory, and reporting materials of enterprises or organizations where they are employed when preparing their term paper.

1. Procedure for Executing the Term Paper

The execution of the term paper consists of the following main stages:

- 1) selecting and approving the topic of the term paper;
- 2) drafting and approving the term paper plan;
- 3) selecting and studying the literature;
- 4) writing and formatting the paper;
- 5) preparing for and defending the term paper.

1st stage: selecting and approving the topic of the term paper. A successful choice of topic is one of the most important aspects of the high-quality term paper. Students choose their topic independently, following the list provided in the recommended topics (see *Annex A*). If students wish to develop a topic not included in the recommended list, they should coordinate it with their scientific supervisor (the lecturer of the discipline who will assess the student's term paper).

Selecting the term paper topic, students should consider its alignment with their scientific and practical (especially for part-time students) interests, existing solutions, and the availability of primary data for collection, etc.

Responsibilities of scientific supervisors:

- advising students on developing the work plan and selecting specialized literature;
- monitoring the student's adherence to the term paper preparation guidelines;
- monitoring the quality and determining assessment criteria for the term paper.

2nd stage: drafting and approving the term paper plan. The term paper plan is developed by the student independently based on the review of the literature related to the chosen topic. The plan includes an introduction; 2 key, interrelated sections arranged in a logical sequence, revealing the essence of the chosen topic; conclusions; and a list of references. The plan created by the student is discussed with the scientific supervisor who corrects (if necessary) and approves it.

3rd stage: selecting and studying the literature. At the stage of selecting literature, the student compiles a bibliography with assistance and recommendations from the scientific supervisor. Useful advice during the literature selection process can also be obtained from the Library staff. The use of alphabetical and systematic catalogs, abstract journals, bibliographic reference books, and other sources of information available at the IEU Library will significantly accelerate the literature selection process.

It is reasonable to begin the in-depth study of selected literature with the review of the most recent publications, as they highlight the latest achievements in management theory and practice. The remaining literature should be studied in reverse chronological order.

When exploring a specific literary source, the process begins with reviewing the table of contents. Chapters and paragraphs of particular interest should be thoroughly studied. This work should be aimed at finding ideas and suggestions on solving problematic issues of the chosen topic. Special attention should be paid to identifying controversial issues and analyzing opposing or contradictory positions.

4th stage: writing and formatting the paper. The material collected in the previous

stage is classified, systematized, and processed according to the sequence of the term paper plan. If necessary, additional information is gathered. Only carefully selected and purposefully processed materials should be included in the term paper. At this stage, students should make calculations, justify suggestions, formulate conclusions, select illustrations (diagrams, graphs, tables), and edit the material.

During the editing process, the style of presenting the material is improved, specific sections of the text are revised, sentence formulations are refined, spelling and punctuation are checked, and archaic terms and language clichés are eliminated. The term paper text should avoid frequent repetition of the same words, replacing them with synonyms. The fourth stage concludes with the formatting of the term paper according to the requirements listed in the third section of these methodological recommendations.

5th stage: preparing for and defending the term paper. The completed term paper is submitted by students to the Department of Management, Finance and Business Administration within the stipulated deadline. After registration, the term paper is handed over to the scientific supervisor for review. The scientific supervisor notes positive aspects and shortcomings of the term paper, provides a preliminary assessment of its quality, and makes a conclusion about the possibility of allowing the paper to be defended.

General criteria for *assessing the quality of the term paper* and the detailed grading scales are provided in the fourth section of these methodological recommendations. If the scientific supervisor gives a positive review, the term paper is allowed to be defended. Dates and schedule for defending the papers are determined by the Department of Management, Finance and Business Administration. The day before the defense, students receive their term paper to review the feedback and prepare in advance to respond to any comments contained in it.

Before the defense, students prepares a report demonstrating the research findings, key conclusions, summaries, and suggestions along with illustrative materials (tables, graphs, charts, figures) for all Committee members. The recommended duration of the student's report is 5-7 minutes. The student's presentation should be concise, specific, and use illustrative materials. The main purpose of these appendices is to illustrate the author's statements in detail and visually, so it is important to refer to the relevant material in a timely manner and draw the Committee members' attention to it.

During the defense of the term paper, the depth of the student's knowledge in the studied area of management is assessed along with their ability to engage in discussion, justify and defend their viewpoint, and answer the questions. General criteria for *assessing the defense of the term paper* and the detailed grading scales are provided in the fourth section of these methodological recommendations.

After discussing the results of the defense at a closed meeting of the Committee, the final assessment of the term paper's execution, presentation, and defense is conducted on a 100-point scale. This assessment takes into account, first, the preliminary assessment of the term paper's quality by the scientific supervisor (within the range of 0-75 points) and second, the assessment of the defense (within the range of 0-25 points). The total score from the 100-point scale is then converted into a 4-

point scale and an ECTS grading system, as shown in Table 2 (fourth section of these methodological recommendations).

The Committee's decision on the grade for the term paper is announced the same day. Afterwards, the grade is put on the title page of the term paper and entered into the examination record sheet and the student's record book.

2. Content, Structure, and Scope of the Term Paper

1. The term paper should have a clear and logical structure. Components of the term paper should include an introduction, the main part, conclusions, a list of references, and appendices (if necessary). An example of the structure of the term paper on the topic: Areas of Improving the Personnel Motivation System at the Enterprise is provided in Annex B.

The *introduction* to the term paper (1-2 pages) briefly outlines the current state of the problem and issues requiring resolution. Specifically, the introduction justifies the relevance of the topic, clearly defines the goal and objectives of the term paper, as well as the object and subject of the research. It also characterizes the level of development of the issue in national and foreign literature, identifies controversial points and unresolved problems, and specifies the information base for the study.

When clarifying the *object, subject, and goal* of the research, it is important to recognize that there are systematic logical connections between these elements and the topic of the term paper.

The *research goal* is related to the object and subject of the study, as well as its *final result and the way to achieving it*.

Objectives are subordinate to the main goal and are aimed at its sequential (step-by-step) achievement. When formulating key objectives of the research, students should use such words as: *highlight, define, establish, study, suggest, analyze, reveal, generalize, characterize, improve, etc.*

Thus, the research objectives are formulated as a list of actions.

The *main part* is the core of the entire term paper that deeply and comprehensively reveals the essence of the chosen topic as well as its most important issues and problems. This section should demonstrate how the investigated problem is highlighted in the literature from a contemporary perspective, outline the essence of existing approaches to its solution, conduct a critical analysis, make comparisons, and formulate one's own view point. The presentation of theoretical concepts should (where possible) be accompanied by the analysis of statistical information and practical examples from management activities. In this part of the term paper, students should demonstrate their knowledge of investigated issues, the ability to generalize materials, present them in a coherent manner, draw conclusions, and justify their suggestions.

The main part of the term paper (with a total volume of 30-35 pages) is recommended to be structurally divided into two sections with the proportional allocation of pages. Recommendations for the content of the main part of the term paper on the topic: Areas of Improving the Personnel Motivation System at the Enterprise, which contains two sections, are provided below. However, depending on the specificity of the chosen issue, an alternative structure and content for each section

can be allowed.

The first section of the main part. In this section, it is *essential* to present the conceptual and categorical apparatus of the research, namely, to highlight the **existing various viewpoints of researchers on the essence of the main concepts** related to the chosen issue (with mandatory references to sources of information), **provide a critical analysis of these viewpoints, critically compare them, generalize them, and present one's own perspective.** The *evolution of solutions* on the subject of the research is outlined, and a critical analysis of them is carried out. This section should also characterize the existing approaches to classification and highlight the factors affecting the subject of the research, determining its role and place in the overall system of enterprise activity management. Additionally, this section **justifies the relevance of applying** the most efficient theories (or their elements) from the research topic **at national enterprises.**

Example. In the first section of the main part, it is recommended to:

- highlight the existing viewpoints of researchers on the essence of the concept of motivation (with mandatory references to sources of information), provide a critical analysis of them, and present one's own perspective;
- define the role and place of motivation in the overall system of enterprise management;
- explore how the concepts of motivation, needs, incentives, and stimuli are related to each other;
- characterize the motivation model and explain the essence of its main components;
- conduct a comparative analysis of motivation content theories and motivation process theories (common features, discrepancies in authors' viewpoints within each group of motivation theories, advantages and disadvantages of the studied theories), and clarify the difference between content and process theories of motivation (a summarizing comparative analysis of motivation theories can be presented in a table for clarity);
- analyze approaches to motivation and stimulation used in the practice of national enterprises, identifying their advantages and disadvantages.

The second section of the main part. This section of the paper must inherently possess an **analytical character**.

This section should provide an analysis of the investigated issue using a specific organization as an example, which must align with the methodological material presented in the previous section. This section should also include well-founded conclusions where the results of the analysis and development of the issue, as well as potential solutions, are summarized in a concise form.

When writing this section of the term paper, it is advisable to use not only the knowledge gained by students while studying the Management discipline but also knowledge from other economic disciplines.

The starting data for analysis can include relevant types of documentation of the organization, as well as various information from official statistical agencies. The section contains analytical and recommendation material on the following areas:

- 1) general characteristics of the object;
- 2) analysis of the problem according to the term paper topic;
- 3) suggestions, recommendations, and ways to solve the **problem** and **improve** management activities.

Example. The second section of the main part suggests:

- examining the system of indicators that can be used to assess the level of motivation at the organization;
- investigating trends in changes in internal and external factors affecting the motivation process;
- characterizing components of employee reward systems at the organization;
- formulating problems related to the practice of employee compensation;
- justifying suggestions on the feasibility of implementing certain theories (or their elements) and modern approaches to motivation that can enhance the efficiency of motivational processes at the organization.

Sections of the main part should be logically related to each other and proportional in terms of the number of pages. Theoretical concepts should serve as the basis for the analysis of primary materials or statistical information, while conclusions and suggestions should be grounded in the presented theoretical concepts and the conducted analysis.

At the end of each section of the main part, students should provide a **general conclusion** regarding the material presented in that section and make a **logical transition** to the material presented in the next section.

Conclusions (3-4 pages) should concisely summarize the main results of the conducted research and determine to what extent the goal and objectives of the term paper formulated in the introduction have been achieved.

The *list of references* should include a comprehensive list of all sources used compiled according to the current guidelines (Annex D). The recommended educational literature for the term paper are listed in the fifth section of these methodological recommendations, while the list of specialized literature depends on the topic chosen by the student. The informational base for presenting the practical foundations of solving the chosen problem can include specialized monographs and periodicals offered by the IEU Library.

Appendices, which are not limited in size, should include bulky tables, diagrams, illustrations, explanations, etc.

An example of the structure for a term paper on the topic: Improvement of Motivation and Incentives for the Enterprise Personnel is provided in Annex B.

3. Requirements for Designing the Term Paper

3.1. General Recommendations

The term paper should be executed and formatted in accordance with all technical requirements for scientific papers. The text should be typed on a computer and printed on one side of A4 white paper. The font should be Times New Roman, size: 14 pt, 1.5

line spacing.

The volume of the term paper should be 40-45 pages of computer-typed text.

The text of the term paper should be placed on the page, adhering to the following margin sizes: 20 mm on the left, top, and bottom, and 10 mm on the right.

The language of the term paper should be the official state language.

The term paper should be organized in the following sequence:

- 1) Title Page;
- 2) Table of Contents;
- 3) Introduction;
- 4) Main Part;
- 5) Conclusions and Suggestions;
- 6) List of References;
- 7) Appendices (if necessary).

The course paper begins with the title page. It should include the following information: the ministry, the university, the department where the paper was executed, the full title of the topic, the student's initials and last name, year of study, group, faculty, initials, last name, and academic title of the scientific supervisor, as well as the year and place of the paper's execution (the title page form is provided in Annex B).

The next page should place the table of contents, indicating page numbers where each section of the plan is presented in the paper. All sections and subsections listed in the table of contents should be highlighted in the text with headings and subheadings.

The introduction, each section, conclusions, list of references, and appendices should begin on a new page, while the next subsection should follow immediately after the conclusion of the previous one.

The text of the main part of the term paper is divided into sections according to the plan approved by the scientific supervisor. Headings of structural parts of the term paper, such as TABLE OF CONTENTS, INTRODUCTION, SECTION, LIST OF REFERENCES, and APPENDICES, should be written or printed in capital letters, aligned symmetrically to the text. Headings of subsections should be written or printed in lowercase letters (except for the first letter, which is capitalized) with an indented paragraph. A period is not placed at the end of a heading. If the heading consists of two or more sentences, they are separated by a period. Headings of points should be printed in lowercase letters (except for the first letter, which is capitalized) with an indented paragraph, spaced in alignment with the text. A period is placed at the end of the heading, printed in alignment with the text.

Word breaks in headings of sections and subsections are not allowed.

The distance between the heading (except for the heading of a paragraph) and the text should be equal to 3-4 line spacing of the main text.

It is not allowed to place a subsection title at the bottom of the page if it is followed by only a single line of text.

Headings of structural parts of the term paper should be centered on the line, while headings of subsections should be aligned with an indentation, which must be consistent throughout the entire text of the term paper and should be 40 mm from the left edge of the page.

Sections and subsections should be numbered using Arabic numerals. Sections

should have sequential numbering throughout the entire text, except for appendices (1, 2, 3, etc.).

The term paper should be stylistically and grammatically correct. The writing style should be strict, restrained, without emotional expressions, clear, and free from spelling and syntax errors. The term paper should adhere to accepted terminology, notations, abbreviations, and symbols. It is not recommended to use stereotypical expressions or to write in the first person: "I observed," "I believe," "It seems to me," "In my opinion," "We obtain," "We observe." Instead, it should be expressed as follows: "The paper recommends," "Observations showed that." Frequent repetition of words or phrases should be avoided in the text.

When mentioning last names (of researchers or practitioners) in the text, initials should generally precede the last name (e.g., Y.M. Stoliarov rather than Stoliarov Y.M., as is customary in the reference list).

The material in the term paper should be presented in logical order. It is not allowed to move on to another issue until the previous one has been fully addressed.

Once the term paper is finalized, it should be signed by the student on the title page and submitted in a bound form to the Department of Management, Finance and Business Administration within the stipulated deadline for the scientific supervisor to decide whether the paper can be admitted to defense.

3.2. Formatting Tables

Tables are used for clarity and convenience in presenting numerical data and summarized textual material. The table should be placed immediately after the text where it is first mentioned, or on the following page. Tables should be positioned in such a way that they can be read without turning the manuscript; if this is not possible, tables should be placed so that the manuscript needs to be rotated clockwise for reading.

The upper right corner should place the caption 'Table' followed by its number consisting of the chapter number and the table's serial number separated by a dot: e.g., 'Table 2.3' (the third table of the second chapter). Below, the center of the line should place the title of the table. Both the title and the word 'Table' should start with a capital letter. The title should not be underlined.

Sample table.

Header	Column headings		Column headings	
	Column subheadings	Column subheadings	Column subheadings	Column subheadings
Horizontal lines				
Horizontal lines				
Horizontal lines				

Table (number)

Columns

Tables in each appendix are numbered separately with Arabic numerals, adding the appendix designation before the number.

A table exceeding the A4 format is considered as one page and is placed in the appropriate section after being mentioned in the text or appendices.

Tables with a large number of rows can be continued on the next page. In this case, the word 'Table', its number, and title are indicated once above the first part of the table. For the subsequent (continued) parts, the words 'Continuation of the Table' are written followed by its number, for example: Continuation of Table 1.2, and the column headings are repeated. If the column headings are cumbersome, they may not be repeated. In such a case, columns are numbered, and this numbering is carried over to the next page. The title of the table is not repeated.

Tables should specify the unit of measurement. If all units of measurement are the same for all indicators in the table, they should be mentioned in the table title. Units of measurement should be provided in accordance with the standards. Numerical values in the table should have the same number of decimal places. Column headings start with capital letters, while subheadings start with lowercase letters if they form one sentence with the heading, and with capital letters if they are independent.

If the data presented in the table have any specific characteristics (such as being preliminary or referring to a part of the phenomenon being studied), this should be indicated in notes placed immediately below the table.

The table should not be cluttered with unnecessary details complicating the analysis of information. It is also necessary to avoid creating table cells that lack content.

All tables should be referenced in the text of the term paper. The first reference uses the word 'Table', while subsequent references use 'See Table' followed by the table number (without the symbol 'No.'). For example: "The existing approaches to the classification of managerial decisions are presented in Table 1.3." The complex table should be accompanied by a concise analysis and conclusions. However, the text should not repeat the quantitative relationships provided in the table.

3.3. Formatting Figures

The term paper frequently uses visual illustrative materials such as diagrams, graphs, and schemes.

The graphical representation of statistical data that clearly shows the correlation between them is called a diagram. Diagrams are classified by their form into linear, planar, and pictorial types. The most commonly used diagrams in term papers are linear, as well as bar and pie charts from the planar category.

A linear diagram uses straight, curved, or broken lines to represent quantitative indicators of the development of objects, phenomena, or processes under study.

Bar charts represent quantitative data as rectangular bars positioned vertically, either adjacent to each other or at equal distances apart. The height of these bars based

on a predefined scale is proportional to the quantitative values of depicted indicators. When such rectangles are arranged horizontally, they form a horizontal bar chart. A pie chart is a well-known format for comparing different parts of the whole. Areas formed by the circle's sectors serve as the basis for comparison. The pie chart is created by dividing a circle into sectors proportional to the relative weights of the parts within the whole.

A graph is a tool for visually representing the variation of one variable depending on changes in another. Term papers most commonly use time series graphs. These graphs depict changes in phenomena or processes over time. Time series graphs are typically constructed using a rectangular coordinate system. The x-axis (abscissa) represents time intervals, while the y-axis (ordinate) shows the values of the dynamic series levels. Multiple dynamic series can be plotted on the same graph for comparison purposes.

Diagrams in the term paper are used to show the composition, structure, and interrelation of individual elements of the studied phenomenon or to depict the sequence of elements in a particular process. The drafting of diagrams and graphs should adhere to standard requirements.

All illustrations are designated uniformly as 'Fig.' (Figure) followed by the figure number and a descriptive title. Each illustration in the term paper (except for those in appendices) should be numbered using Arabic numerals in sequential order within the chapter. The figure number comprises the chapter number and the sequential figure number separated by a period (e.g., Fig. 1.1).

Sample Figure

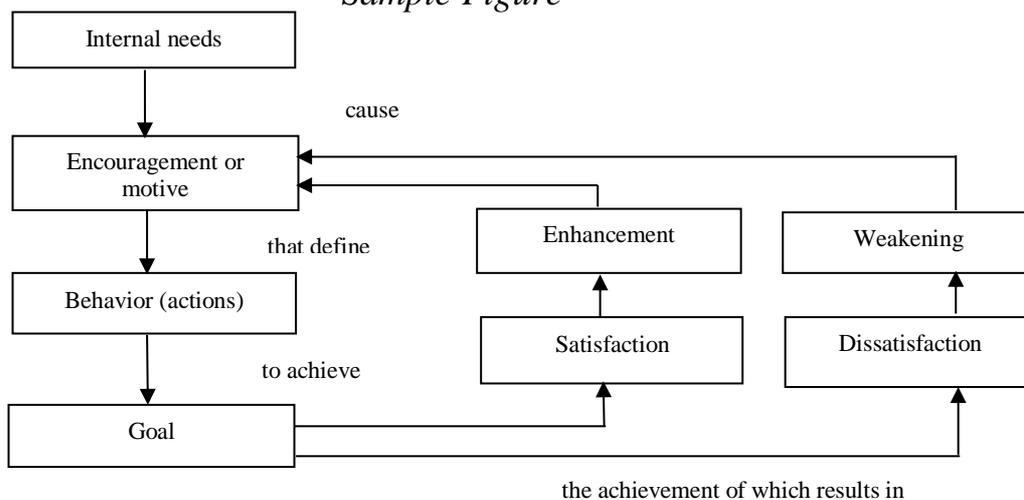


Fig. 1.1. Simplified model of the motivation process

Figures in each appendix are assigned separate numbering using Arabic numerals preceded by the appendix designation (e.g., Fig. B.2). The figure number and title are placed below the Figure. If necessary, explanatory notes (text under the figure) are included below the illustration. The designation 'Fig.', the figure number, and its title are provided after the explanatory notes. All illustrative materials in the term paper should be placed immediately after the text referencing them or on the next page, or, if necessary, in the appendix. Figures (diagrams, charts, schemes, etc.) are generally designed to fit on a single page.

3.4. Formatting Formulas, Notes, and References

Formulas included in the term paper are numbered with Arabic numerals in sequential order within each section. The formula number consists of the section number and the sequential formula number separated by a period, e.g., (1.2), (3.1). The formula's sequential number is placed in parentheses to the right of the formula.

Explanations of symbols and numerical coefficients used in the formula, if not previously described in the text, should be provided directly below the formula. Each symbol's explanation should start on a new line, following the order where symbols appear in the formula. The first line of the explanation begins with the word 'where' without a colon.

Example:

$$E_n = \frac{\dot{A}_a}{\dot{A}_o}, \quad (3.1)$$

where \dot{A}_a is an economic effect;

B_y is total annual management expenses.

References in the text to the sequential number of the formula are given in parentheses, for example: ... in formula (2.1).

Formulas in the appendices are numbered separately with Arabic numerals within each appendix. The appendix designation is added before the number, for example: ... in formula (B.1).

When writing the term paper, there may be a need for notes to the text or tables. Such notes provide reference or explanatory information. If there is only one note, a period is placed after the word 'Note'. If there are multiple notes, a colon is placed after the word 'Note'. Notes are numbered with Arabic numerals followed by a period.

Information borrowed from other sources (formulas, tables, diagrams, graphs, conclusions, etc.) as well as quotations included in the text of the term paper should be accompanied by references. References are provided immediately after the quotation or in square brackets, indicating the sequential number of the source in the bibliography and the corresponding page of the source (e.g., [4, p. 35]).

3.5. Formatting the List of References and Annexes

The term paper should include a list of educational, specialized, reference, statistical, and periodical literature used during its preparation. The list should have continuous numbering.

The most common method of organizing sources in the bibliography is arranging them alphabetically (based on the first letter of the author's last name or the first word of the title of the source). The set of elements for bibliographic descriptions of various types of sources (textbooks, study guides, monographs, articles, translations, statistical

yearbooks, original foreign publications, lecture notes, etc.), the method of writing each element, and the use of punctuation marks are detailed in Annex D.

In the process of formatting the term paper, there may be the need to supplement its text with appendices. Appendices typically contain intermediate mathematical calculations, raw materials, bulky tables, and other auxiliary materials. Appendices are placed after the list of references in the order where they are mentioned in the text of the term paper.

Appendices are marked with capital letters of the Ukrainian alphabet, starting from А, except for letters Г, І, Є, І, Ї, О, Ч, Ь. After the word ‘Додаток’ (Appendix), the letter indicating its sequence is printed, for example, ‘Додаток А’, ‘Додаток Б’, etc.

Each appendix should have a thematic title and begin on a new page, with the word ‘Додаток’ and its designation placed at the top center of the page. If there are multiple appendices, they are numbered sequentially with Arabic numerals, without the ‘No.’ symbol.

4. Preparation for the Defense and Defense of the Term Paper

The completed student’s term paper is submitted to the scientific supervisor for review within the stipulated deadline.

In the review, the scientific supervisor highlights positive aspects and shortcomings of the term paper, provides a preliminary assessment of its quality, and, based on this, determines the preliminary number of points (within the range of 0-75) and concludes on the possibility of allowing the paper to be defended. General criteria for assessing the quality of the term paper and detailed grading scales are presented in Table 1.

If the term paper is preliminarily assessed with 0-25 points, it is returned to the student for revision. The revised term paper submitted for re-assessment should include the original review.

If the scientific supervisor gives a positive review (the term paper is preliminarily assessed with 30-75 points), it is allowed for defense.

Dates and schedule for the defense of papers are set by the Department of Management, Finance and Business Administration. The day before the defense, students receive their term paper to review the feedback and prepare in advance to respond to any comments contained in it.

Before the defense, students prepares a report demonstrating the research findings, key conclusions, summaries, and suggestions along with illustrative materials (tables, graphs, charts, figures) for all Committee members. The recommended duration of the student’s report is 5-7 minutes. The student's presentation should be concise, specific, and use illustrative materials. The main purpose of these appendices is to illustrate the author's statements in detail and visually, so it is important to refer to the relevant material in a timely manner and draw the Committee members' attention to it.

During the defense of the term paper, the depth of the student's knowledge in the

studied area of management is assessed along with their ability to engage in discussion, justify and defend their viewpoint, and answer the questions. General criteria for assessing the defense of the term paper and the detailed grading scales are provided in Table 3.

After discussing the results of the defense at a closed meeting of the Committee, the final assessment of the term paper's execution, presentation, and defense is conducted on a 100-point scale, which takes into account the following:

1) the preliminary assessment of the term paper's quality by the scientific supervisor: 0-75 points;

2) the assessment of the defense: 0-25 points.

The total score from the 100-point scale is then converted into a 4-point scale and an ECTS grading system, as shown in Table 1.

Table 1

ECTS, national, and university grading scale for term papers

<i>Grade according to the IEU's 100-point system</i>	<i>ECTS grade</i>	<i>Grade according to the national scale</i>
90 — 100	A	5 (excellent)
80 — 89	B	4 (good)
70 — 79	C	
66 — 69	D	3 (satisfactory)
60 — 65	E	
21 — 59	FX	2 (fail) with possible repeated defense of the term paper
0 — 20	F	2 (fail) with obligatory repeated execution of the term paper

The Committee's decision on the grade for the term paper is announced the same day. Afterwards, the grade is put on the title page of the term paper and entered into the examination record sheet and the student's record book.

Table 2

Parameters and criteria for assessing the term paper

Assessment parameters	The range of grades, points	Assessment criteria on the point scale
<i>Assessing the quality of the term paper</i>	<i>0 - 75</i>	
1. Consistency of the term paper's content with the topic and the approved plan	0-15	0 – The content of none of the paragraphs of the term paper corresponds to the approved plan
		5 – The content of one paragraph of the term paper corresponds to the approved plan
		10 – The content of two paragraphs of the term paper corresponds to the approved plan
		15 – The content of all paragraphs of the term paper corresponds to the approved plan
2. Depth of theoretical aspects explored for the chosen research problem and the correctness of the used conceptual apparatus	0-15	0 – The conceptual apparatus is not established; theoretical aspects of the problem are not addressed
		5 – The conceptual apparatus is established, but theoretical aspects of the problem are not addressed
		10 – The conceptual apparatus is established, and theoretical aspects of the problem are partially addressed
		15 – The conceptual apparatus is established, and theoretical aspects of the problem are fully addressed
3. Presence of critical comparisons and generalizations of various viewpoints and approaches to problem formulation and resolution	0-15	0 – Critical comparisons and generalizations are absent
		10 – Critical comparisons are present, but generalizations are either absent or incorrect
		15 – Critical comparisons are present and accompanied by accurate generalizations
4. Extent of factual material usage and highlighting the particularities of the manifestation and resolution of the investigated problem in enterprise practice	0-10	0 – Factual material is not used
		5 – Factual material is included, but the specifics of the issue's manifestation and resolution at national enterprises are not highlighted
		10 – Factual material is included, and the experience of national enterprises is highlighted
5. Volume and appropriateness of primary sources utilized in the paper and adherence to citation ethics	0-10	0 – Only materials from textbooks and study guides are used (up to 10 sources), citation ethics are not followed
		5 – Materials from textbooks, study guides, and periodicals are used (11-15 sources), citation ethics are partially followed

		10 – Materials from textbooks, study guides, monographs, statistical collections, reference books, periodicals, and the Internet are used (more than 15 sources), citation ethics are followed
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Continuation of Table 2

Assessment parameters	The range of grades, points	Assessment criteria on the point scale
6. Compliance of the term paper's formatting with the stipulated requirements	0-10	0 – The text of the term paper is formatted with significant violations of the stipulated requirements
		5 – The text of the term paper is formatted with minor violations of the stipulated requirements
		10 – The text of the term paper is formatted in accordance with the stipulated requirements
<i>Assessing the defense of the term paper</i>	<i>0 – 25</i>	
7. Ability to clearly and concisely present the main research findings	0-10	0 – The student is unable to clearly and concisely present the main research findings
		5 – The student presents the main research findings in a disorganized manner
		10 – The student is able to clearly and concisely present the main research findings
8. Use of handout and illustrative materials	0-5	0 – The handout illustrative material is not used
		5 – The report is accompanied by handout illustrative material
9. Completeness, depth, and substantiation of answers to questions	0-10	0 – The student is unable to answer the questions
		5 – The student provides incomplete, superficial, and unsubstantiated answers to the questions
		10 – The student provides complete, deep, and well-substantiated answers to the questions

Note: An additional criterion for assessing the quality of the term paper (+15 points) is the presence of elements of scientific novelty and originality in research methods given that the total sum of points for the quality of the paper does not exceed 75 points.

Recommended Literature

Primary

1. S.I. Bai. Development of Organizations: Policy, Potential, Efficiency: Monograph / S.I. Bai. — K.: Kyiv National University of Trade and Economics, 2009. — 280 p.
2. O.M. Hirniak, P.P. Lazanovskyi. Management: Textbook for University Students. — L.: Magnolia Plus, 2004. — 352 p.
3. I.V. Ivanova. Enterprise Management. Workshop: Study Guide. — K: Kyiv National University of Trade and Economics, 2001.
4. O.A. Karlova. Fundamentals of Management and Marketing: Textbook / O.A. Karlova, S.I. Plotnytska, M.K. Hnatenko. — Kharkiv: Madrid Printing House, 2016. — 228 p.
5. O.Y. Kuzmin, O.H. Melnyk. Theoretical and Applied Principles of Management. — Lviv: Intelligence West, 2002.
6. O.Y. Kuzmin, Management: Practical and Laboratory Classes: Study Guide / O.Y. Kuzmin, I.S. Protsek, R.Z. Darmits. — Lviv: Publishing House of Lviv Polytechnic National University, 2009.
7. O.Y. Kuzmin. Fundamentals of Management / O.Y. Kuzmin, O.H. Melnyk // K.: Akademydav, 2007. — 464 p.
8. O.Y. Kuzmin. Study Guide / O.Y. Kuzmin, N.T. Mala, O.H. Melnyk, O.R. Sanina. Lviv: Lviv Polytechnic Publishing House, 2012.
9. A.A. Mazaraki. Fundamentals of Management: Textbook for Students of Higher Education Institutions / A.A. Mazaraki, O.Y. Kuzmin, O.H. Melnyk, et al.; edited by A.A. Mazaraki. — Kharkiv: Folio, 2014. — 846 p.
10. M.M. Martynenko. Fundamentals of Management: Textbook. — K.: Caravela, 2005.
11. Management: Study Guide / [A.H. Honcharuk et al.]; edited by A.H. Honcharuk. Ministry of Education and Science, Youth and Sports of Ukraine, Odesa National Academy of Food Technologies. — O.: Phoenix, 2012.
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13. Management: Study Guide for Students of Higher Education Institutions / edited by H.V. Shchokin, M.F. Holovaty, O.V. Antoniuk, V.P. Sladkevych. — K.: IAPM, 2007. — 816 p.
14. Management: Textbook / V.H. Fedorenko, O.F. Itkin, V.I. Anin, et al.; scientific editor: V.H. Fedorenko. — Kyiv: Alerta, 2008. — 652 p.
15. Fundamentals of Management: Theory and Practice: Study Guide / H.Y. Moshek, I.P. Mykolaichuk, Y.I. Palekha, Y.V. Pokanievych, A.S. Solomko, O.V. Kovalenko, N.V. Kovalenko, V.S. Tsipurynda, H.P. Syvanenko, O.I.

- Bielova; edited by: Prof. H.Y. Moshek. — Kyiv: Lira-K Publishing House, 2017. — 528 p.
16. H.V. Osovska. Fundamentals of Management: Textbook / H.V. Osovska, O.A. Osovskiy. — 3rd ed., revised and supplemented. — K.: Condor, 2008.
 17. H.V. Osovska. Management: Textbook / H.V. Osovska, O.A. Osovskiy. — 4th ed., revised and supplemented. — Kyiv: Condor Publishing House, 2015. — 563 p.
 18. S.M. Sobol, V.M. Bahatskyi. Management: Study Guide for Independent Study of the Discipline. — K.: KNEU, 2005. — 225 p.
 19. Modern Concepts of Management: Study Guide / edited by L.I. Fedulova. — K.: Center for Educational Literature, 2007. — 536 p.
 20. V.H. Fedorenko. Management: Textbook / V.H. Fedorenko. — Alerta, 2015. — 492 p. ISBN 978-6-175-66272-4.

Additional

21. R. Hrifin, V. Yatsura. Fundamentals of Management: Textbook / Scientific editor: V. Yatsura, D. Olesnevych. — Lviv: Bak, 2001.
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26. Personnel Management of the Company: Study Guide. / Edited by V.I. Kramarenko, B.I. Kholod. — K.: Center for Educational Literature, 2003.
27. F.I. Khmil. The Formation of Modern Management in Ukraine (Problems of Theory and Practice): Monograph. — Kyiv: IZYN; Lviv: LKA, 1996.
28. A.V. Shehda. Fundamentals of Management: Study Guide. — Kyiv: Knowledge Society, KOO, 1998.
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Internet Sources

1. www.business.kiev.ua – Business Newspaper Online Portal;
2. <http://www.nauka-osvita.com.ua> – Economics. Problems of Theory and Practice;
3. <http://www.management.com.ua> – Management. Methodology and Practice;

4. <http://www.pro-invest.com> – Enterprise Management;
5. www.investgazeta.net – Ukrainian Investment Newspaper Website;
6. <http://www.webua.net.ua> – Risks in Managerial Decisions Website

Annex A

Approximate Topics of Term Papers

1. The use of achievements of the main schools (approaches) of management in the practice of efficient enterprise management.
2. Justification for the feasibility of using foreign models or their elements in the practice of enterprise management.
3. Measures to improve the quality of operational planning at the organization.
4. Improving labor management and standardization at the enterprise.
5. Evaluation of the state and changes in the external and internal environment of the organization during the development of its strategy.
6. Improving the manager's work in organizing, making, and implementing managerial decisions.
7. Assessment and areas of improving parameters of the organizational structure of enterprise management.
8. Areas of improving the personnel management system at the organization.
9. Developing a comprehensive system for motivating the staff as an area of increasing enterprise performance.
10. Improving the labor incentive system at the enterprise.
11. Ways to improve motivation and labor incentives for the enterprise personnel.
12. Establishing corporate culture and business ethics as an area of improving organizational performance.
13. Measures to improve control efficiency in the organization's management system.
14. Areas of improving communication processes at the organization.
15. Areas of optimizing the organizational structure of enterprise management.
16. Ways to ensure the efficiency of managerial personnel.
17. Causes of conflicts at the enterprise and ways to resolve them.
18. Intergroup contradictions at the organization and measures to prevent them.
19. Organization of managerial labor in the management apparatus and ways to improve it.
20. Improving organizational support (resource utilization) of the enterprise.
21. Ways to improve working conditions for enterprise personnel.
22. Methods to enhance the efficiency of communication processes at the organization.
23. Increasing the efficiency of group members' collective activities.
24. Application of social methods to improve the organization's performance.
25. Areas of improving the enterprise management system.
26. Enhancing the efficiency of the manager's use of working time.
27. Areas of improving the management of organizational development.
28. Operational controlling in the enterprise management system.
29. Ways to improve the decision-making system of the organization's manager.

Example of the Term Paper Structure on the Topic:

Areas of Improving the Personnel Motivation System at the Enterprise

TABLE OF CONTENTS

SECTION 1. THEORETICAL FOUNDATIONS OF DEVELOPING THE PERSONNEL MOTIVATION SYSTEM AT THE ENTERPRISE

- 1.1. The role of personnel motivation at the enterprise.
- 1.2. Theories of motivation and their development features.
- 1.3. Modern approaches to personnel motivation.

SECTION 2. STUDY OF THE PERSONNEL MOTIVATION SYSTEM AND AREAS OF ITS IMPROVEMENT

- 2.1. General characteristics of the enterprise.
- 2.2. Features of the personnel motivation system at the enterprise.
- 2.3. Areas of improving the personnel motivation system at the enterprise.

CONCLUSIONS AND SUGGESTIONS

LIST OF REFERENCES

APPENDICES

Sample Title Page Formatting

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
INTERNATIONAL EUROPEAN UNIVERSITY
EUROPEAN BUSINESS SCHOOL**

Department of Management, Finance, and Business Administration

TERM PAPER

on the topic: _____

Student of the ____ year,
group: ____

(full name)

(signature)

Scientific supervisor

(full name)

(signature)

The term paper is defended
with the grade: _____

Date of the defense: _____

Kyiv 20_

Examples of Bibliographic Descriptions in the List of References

Source characteristics	Sample formatting
Monograph (one author)	A.P. Nalyvaiko. Theory of Enterprise Strategy: Current State and Areas of Development: Monograph / A.P. Nalyvaiko. – K.: KNEU, 2001. – 227 p.
Two authors (three)	I.M. Havrylenko. Sociology of Organizations: Study Guide / I.M. Havrylenko, V.I. Kuzmenko, O.L. Skidin. – Zaporizhzhia: ZIDMU, 2007. – 404 p.
Four authors	Management in Modern Conditions / [Y.M. Tsvetov, M.V. Makarenko, M.Y. Tsvetov, O.V. Levchenko, et al.]. – K.: DETUT, 2008. – 277 p.
Team of authors	Management: Textbook / V.H. Fedorenko, O.F. Itkin, V.I. Anin, et al.; edited by V.H. Fedorenko. – K.: Alerta, 2008. – 652 p.
Multi-volume editions	I.A. Blank. Basics of Financial Management. In 2 Volumes / I.A. Blank. – K.: Nika-Center Elga, 2009. – 356 p.
Translated editions	M. Meskon. Fundamentals of Management / M. Meskon, M. Albert, F. Hedouri; translated from English. – M.: Delo, 2000. – 704 p.
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