

PRIVATE HIGHER EDUCATION INSTITUTION

"INTERNATIONAL EUROPEAN UNIVERSITY"

Education and Research Institute

"European Business School"

Department of Management and Economics

**METHODOLOGICAL RECOMMENDATIONS
FOR EXECUTION AND DEFENSE OF
QUALIFYING MASTER'S THESES FOR HIGHER
EDUCATION SEEKERS, SPECIALTY 073:
MANAGEMENT**

Kyiv - 2021

UDC 658 (076.5)

Recommended for publication by the Academic Council of the Educational and Scientific Institute "European School of Business" (protocol No. 8 dated December 1, 2021).

Reviewer:

Lukin S.Yu., Doctor of Sciences in Public Administration, Associate Professor, Director of the Regional Center for Professional Development of the Kyiv Region.

Editors:

Navolokina A.S., Candidate of Economic Sciences, Associate Professor of the Department of Management and Economics at the International European University.

Remyha Yu.S., Candidate of Economic Sciences, Associate Professor, Head of the Department of Management and Economics at the International European University.

Methodical recommendations for the execution and defense of qualifying master's theses for seekers of higher education specialty 073 "Management" / Navolokina A.S., Remyga Yu.S. - K.: CP "Comprint", 2021. - 36 p.

The methodological recommendations contain the tasks and topics of qualifying master's theses, requirements for the organization of execution and rules for the design of explanatory notes and graphic material, and the procedure for preparing and conducting the defense of qualifying master's theses.

For students of the field of knowledge 07 "Management and administration" specialty 073 "Management" of all forms of education.

© Navolokina A.S., Remyga Yu.S., 2021

TABLE OF CONTENTS

Introduction	4
1. General requirements for a qualifying master's thesis	4
2. Requirements for writing a qualifying master's thesis	7
3. Requirements for the registration of a qualifying master's thesis	10
4. Defense of a qualifying master's thesis	13
5. Assessment criteria of a qualifying master's thesis .	14
6. The procedure for awarding a degree of higher education and assigning a qualification	17
List of used sources	18
Appendix A. Indicative areas of research (specialty 073 "Management").....	19
Appendix B. Sample of the title page of the qualifying master's thesis	29
Appendix C. A sample task for a qualifying master's thesis	30
Appendix D. Sample of the structure of an abstract for a qualifying master's thesis	32
Appendix E. Review form for qualifying master's thesis	34
Appendix F. Sample of the structure of the content of the qualifying master's thesis	35

INTRODUCTION

A master's degree is an educational degree obtained at the second level of higher education and awarded by an institution of higher education as a result of the successful completion of the corresponding educational program by the student of higher education.

Attestation is the establishment of compliance of the learning outcomes of higher education seekers with the requirements of the educational program. Attestation of master's degree holders of higher education is the process of establishing the accordance of the quality of higher education obtained, the level of acquired professional competencies of a graduate of a higher education institution to the requirements of the Standard of Higher Education of Ukraine for specialty 073 "Management" field of knowledge 07 "Management and administration" for the second (master's) level of higher education.

The attestation of higher education holders of the master's degree is carried out using the means of monitoring the degree of achievement of the final goals of educational and professional training in accordance with the principles of formation and implementation of the system of means of diagnosing the quality of knowledge.

Attestation of higher education holders of the master's degree is carried out on the basis of an assessment of the quality of learning the educational and professional program, the level of professional knowledge, abilities, and skills, the degree of formation of the master's professional competence system provided for by the Standard of Higher Education of Ukraine in specialty 073 "Management" field of knowledge 07 "Management and administration » for the second (master's) level of higher education.

1. GENERAL REQUIREMENTS FOR A QUALIFYING MASTER'S THESIS

The qualifying master's work is a final work that makes it possible to reveal the level of learning of theoretical knowledge and practical training by the education seeker, the ability to work independently in positions in accordance with the generalized object of activity. A qualifying master's thesis is one of the types of individual works of a higher education seeker, an original, completed scientific study, and contains a set of results and provisions proposed for public defense.

The qualifying master's work should involve solving a complex task or problem in the field of management, which requires research and/or innovation and is characterized by the complexity and uncertainty of conditions, with the application of theories and methods of economic science.

The qualifying master's thesis must not contain academic plagiarism,

falsification, fabrication.

The qualifying master's work is performed in accordance with the directions of scientific and applied research and must certify: the level of professional training of the graduate; the ability to apply the knowledge acquired at a higher education institution to solve complex scientific and practical tasks; conscious assimilation of knowledge and its systematization; availability of the student's scientific work skills; the ability to think critically and creatively and the ability to argue one's own point of view.

The qualifying master's work is performed on the basis of an in-depth study of special domestic and foreign literature, the best experience on the chosen problem, as well as the results of own research of a real object in order to solve certain scientific and applied tasks in the field of future professional activity.

Completion of a qualifying master's thesis provides:

- systematization, consolidation, expansion, and application of the higher education student's knowledge during the implementation of specific research and applied tasks;
- development of independent work skills;
- mastering the research methodology in solving scientific and applied problems.

The qualifying master's thesis as a method of assessing the level of training quality must demonstrate that the master possesses a system of special knowledge acquired in the process of training and practical training at the level of the latest scientific achievements in the subject area of activity, which is a guarantee of his scientific thinking and creative professional and scientific research activity, and can:

- work with information sources (legislative and regulatory documents, scientific special literature, including published in foreign languages, Internet and Intranet materials, statistical and financial reporting data);
- present the material logically and with arguments;
- use the latest didactic technologies and methods;
- use statistical and mathematical methods to analyze problems and justify management decisions;
- master modern scientific methods for conducting theoretical and empirical research;
- use acquired skills to develop proposals and substantiate recommendations on the subject of research;
- generate and substantiate hypotheses, ideas, and propositions in the subject area of scientific research;
- draw conclusions about the results of the conducted research. The presentation of the content of each issue of the work must be complete, logical, evidential and explanatory, and scientifically argued. The qualifying master's thesis must meet the following requirements and contain:

- system analysis of the problem according to the subject of scientific research;
- real substantiated propositions for improving management activities at the researched object, relevant for implementation in the practice of economic entities;
- elements of scientific novelty on the subject of research,
- be properly registered and have all the necessary accompanying documents.

The qualifying master's work is performed on the materials of real objects - enterprises of any form of ownership and their associations, institutions, and organizations, which, as a rule, are legal entities and have independent reporting.

The topic of the qualifying master's thesis should reflect the problems of functional areas of management activity and be constructed on the basis of production functions and typical activity tasks that form the components of the master's professional competence. The structure of the qualifying master's thesis includes an introduction,

main part, conclusions, list of used sources, appendices.

The qualifying master's thesis must be written in the official language, in a scientific style, logically, and with arguments. The main stages of preparation and execution of the qualifying master's thesis:

- selection and approval of the topic;
- drawing up and approving the assignment for the qualifying master's thesis;
- conducting research;
- processing and presentation of research results;
- checking the work for the presence of text matches and borrowings;
- external review;
- defense of the work at the meeting of the examination commission.

The defense of the qualifying master's thesis takes place publicly at an open meeting of the Examination Commission.

2. REQUIREMENTS FOR WRITING A QUALIFYING MASTER'S THESIS

Selection of the topic of the master's thesis. The topic of the work should reflect the main idea, tasks, and provisions that need to be investigated. The criterion for choosing a research topic is its relevance in relation to modern trends in the development of science and practice in the field of management.

The topics of qualifying master's theses are formed in accordance with the directions of research topics of the graduation department, and modern achievements of science in the subject area of the sphere of professional activity. The title of the topic should be clear, laconic, and contain an unambiguous interpretation.

Fixation of the topic of the qualification work, and appointment of the scientific supervisor and consultants (if necessary) is approved by the order of the rector of the higher education institution.

A list of recommended topics for qualifying master's theses for higher education seekers for a master's degree is provided in Appendix A.

The structure of the qualifying master's thesis. The qualifying master's thesis consists of: a title page; assignments for a qualifying master's thesis; abstract in Ukrainian and English; content; introduction; main part; conclusions; list of used sources; and appendices.

The title is the first page of a qualifying master's thesis and issued in accordance with the requirements of the standard and the requirements of the higher education institution. A sample of the title page of the qualifying master's thesis is given in Appendix B.

The assignment for the qualifying master's thesis contains a goal, an object and the subject of research, the detailed content (plan) of the work, and the calendar schedule of the work. The task is approved by the supervisor of the qualifying master's thesis and the head of the graduation department. A sample task for a qualifying master's thesis is given in Appendix C.

The title of the qualifying master's thesis is indicated in the abstract, the main content and results of the study. Keywords (words of specific terminology for the topic, which are most often found in the qualification work) are given in the nominative case. The number of keywords is 5-7. The abstract is submitted in Ukrainian and English and is placed on a separate sheet together with keywords. A sample of the abstract is given in Appendix D.

The content of the qualifying master's thesis is determined by its topic and is reflected in the plan approved by the academic supervisor, placed immediately after the abstract, starting on a new page. Contents include: an introduction; sequentially listed names of all sections and subdivisions; conclusions; a list of used sources; appendices. A sample of the table of contents is given in Appendix

F.

The introduction of the qualifying master's thesis states:

the problem that needs to be solved, the extent of its research; the relevance of the chosen topic, purpose, and task is substantiated; the object and subject of research, elements of scientific novelty, practical significance, methods of scientific research, approbation of results at enterprises, organizations, institutions (if available) are formulated. The volume of the introduction, as a rule, should not exceed 3-4 pages.

The relevance of the topic is presented in the form of critical analysis and areas of solving the problem, substantiating the need for research for enterprises, organizations, and institutions.

The purpose and tasks of the work must be clearly formulated and reflect the research topic.

The object of work research is a process or phenomenon that creates a problem situation and is chosen for study.

The subject of research work is socio-economic patterns of functioning and development of the object, its various qualities, properties, etc. The subject of research is contained within the object.

Object and subject as categories of the scientific process are related to each other as general and partial.

Research methods - a way of acquiring reliable scientific knowledge, skills, and practical skills in various spheres of activity.

Elements of scientific novelty must be generalizing and contain their own conclusions and recommendations on the subject of research.

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

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

The main part of the qualifying master's thesis consists of sections (theoretical-methodological, research-analytical, project-recommendation) and subdivisions, which must be interconnected, and the material must be presented consistently and logically with a critical analysis of theoretical provisions, statistical data, information of a diverse nature. At the end of each chapter, conclusions are formulated with a concise statement of the results of scientific and applied research presented in it.

The first chapter of the main part deals with theoretical and methodological aspects of the researched problem, an analytical review of literary sources on the subject of scientific research, various views critically analyzed, their scientific classification carried out, the main factors influencing the state and development of the researched object, etc.

Theoretical justification, essence, meaning, classification characteristics, history and development trends of the subject of research, methodological approaches should have elements of polemics, and reveal one's own position on the subject of research, which creates prerequisites for carrying out one's own scientific research in the next section. To establish and justify general theoretical conclusions and trends, it is advisable to use data published in relevant encyclopedias, monographs, handbooks, foreign sources, publications, including from the scientometric database Scopus.

In the second section, the student of higher education, using actual material and collected information, analyzes and reveals the content of the questions on the example of specific enterprises, institutions, and organizations. The study of the problem should be carried out on the basis of the accumulated and systematized material, grouping, and processing of data, which allows to carry out of a qualified analysis, justify the propositions in the next section. The text of the work should be supported by real documents of enterprises (institutions, organizations) given in the appendices.

The third section contains several interrelated subdivisions, in which specific scientifically based proposals, projects of an innovative nature regarding the improvement of management and increasing the efficiency of the activities of enterprises, institutions, and organizations are provided. This section also reveals the content and results of one's own scientific research, presents specific methods and models.

The conclusions summarize the results of the conducted research, the received scientific and practical results, recommendations regarding their scientific and practical use are given. The formulation of conclusions should be based on the materials of the main part of the work in accordance with the assigned tasks. To formulate conclusions and thorough propositions, it is recommended to test the main provisions of the research at scientific events. The volume of conclusions, as a rule, should not exceed 3-4 pages.

The list of used sources should include sources to which there are references in the text, as well as those used in the presentation of specific scientific provisions. The list consists of legislative acts, regulatory materials, domestic and foreign scientific and special literature, specialized publications, and Internet information resources.

Supporting materials are included in the appendices: copies of documents, extracts from legislative and regulatory documents, reports, instructions/regulations/rules, results of sociological and marketing research, cumbersome tables, figures, etc.

The recommended volume of the master's thesis is 100-120 pages. This

volume does not include the list of used sources and appendices. Deviation within $\pm 10\%$ is allowed.

3. REQUIREMENTS FOR THE REGISTRATION OF A QUALIFYING MASTER'S THESIS

Requirements for the design of the main text and used sources. The preparation of a qualifying master's thesis must meet the general requirements for scientific works according to the state standard SSU 3008:2015 "Information and documentation. Reports in the field of science and technology. Structure and registration rules". The text of the work is typed on a computer with 1.5 line intervals (29-30 lines per page), printed using a printer on one side of a sheet of white A4 paper (210x297 mm); text editor font - Word Times New Roman, size 14 mm. Margins: on the left - at least 25 mm, on the right - at least 10 mm, at the top and bottom - at least 20 mm. The print font should be clear, the density of the text should be the same.

Each structural part of the work begins with a new page. The headings of the structural parts of the work "CONTENTS", "INTRODUCTION", "CHAPTER", "CONCLUSIONS", "LIST OF USED SOURCES", "APPENDICES" are printed in capital letters symmetrically to the text in the center of the page (without a period).

The content should correspond to the work plan. On the content page page numbers indicating the beginning of the presentation of the material are placed opposite each component of the qualifying master's thesis.

Numbering. The numbering of pages, sections, subsections, appendices, drawings, tables are presented in Arabic numerals without the sign no. The pages of the qualifying master's thesis must be numbered throughout (including illustrations) and placed in the lower right corner of the sheet without a period.

The first page is the title page, which is included in the general page numbers. The title page and the table of contents are not numbered. Pages are numbered starting with "INTRODUCTION".

The full name of the ministry, higher education institution, graduation department is indicated on the title page; the topic of work; data on the higher education seeker, supervisor and reviewer, city, and year of submission of the qualifying master's thesis for defense. Abbreviations in the names of the ministry, the institution of higher education, and the topic of the qualification work are not allowed.

The text of the main part of the master's thesis is divided into sections and subsections. Each chapter begins with a new page.

Components of the qualifying master's thesis "ABSTRACT", "CONTENTS", "INTRODUCTION", "CONCLUSIONS", "LIST OF USED

SOURCES" are not numbered.

The chapter number is placed after the word "CHAPTER", without a period, and then the title of the chapter is printed from a new line in capital letters. Subsections are numbered within each section. The subdivision number consists of the section number and the serial number of the subdivision, between which a dot is placed. A period is placed at the end of the subdivision number. For example: "2.3." (the third subsection of the second section), after which the title of the subsection is indicated in the same line. Headings of subsections are printed in small letters (except for the first capital letter) with paragraph indentation. Do not put a period at the end of the title.

Structure of links to information sources. When working with various sources, scientific etiquette requires accurately reproducing the cited text, since the slightest reduction can distort the content presented by the author. References in the text to sources are given in square brackets indicating the source and page. The first number in square brackets corresponds to the source number in the list of used sources, the second to the page number (for example, [32, p. 85]).

At the end of the qualifying master's thesis, a list of used sources is given. This list includes publications of domestic and foreign authors, which are referenced in the work. All sources are indicated in the language of the publication. When compiling the list of used sources, it is necessary to adhere to the national standards SSU 8302:2015 "Information and documentation. Bibliographic reference. General provisions and rules of drafting".

Preparation of auxiliary materials. Supporting materials are: illustrations (schemes, diagrams, graphs, drawings, etc.), formulas, tables, appendices.

Illustrations are marked with the word "Pic." and numbered consecutively within the section, except for the illustrations provided in the appendices. The illustration number consists of the section number and the sequence number of the illustration followed by a dot. For example, Pic. 1.2. - the second picture of the first chapter. The number, name of the illustration, and explanatory captions are placed consecutively below the illustration, separated by a dot. Illustrations should be given directly after the text where they are mentioned for the first time or on the next page. Illustrations placed on individual pages of the work are included in the overall page numbering. An illustration larger than A4 size is recommended to be placed in attachments.

Digital material is usually presented in the form of tables.

A table should be placed immediately after the text in which it is mentioned for the first time or on the next page. All tables should be referenced in the text. At the same time, in the text, the word "table" is written abbreviated, for example "... in tab. 2.1". Tables are numbered with Arabic numerals through numbering within the section, except for the tables given in

the appendices. The table number consists of the section number and the serial number of the table, separated by a dot, for example, table 2.1 is the first table of the second section. The name of the table is printed in lowercase letters (except for the first capital letter) and placed above the table. The name should be concise and reflect the content of the table.

Formulas are numbered within a section. The formula number consists of the section number and the sequence number of the formula in the section, separated by a dot. The number of the formula is indicated at the level of the formula in round brackets in the extreme left position, for example: (2.1) (the first formula of the second section). References to formulas are given by the serial number of the formula in parentheses, for example: "... in formula (2.1)". Explanations of the values of the symbols and numerical coefficients of the formula are given below it in the sequence in which they are presented in the formula. The value of each symbol and numerical coefficient is written from a new line. The first line of the explanation begins with the word "where" without a colon. Each formula is separated from the text by one free line.

Appendices are drawn up as a continuation of the qualification master's thesis on its following pages, placing them in the order of appearance of references in the text. Each appendix is printed from a new page. On the right side of the line, the word "Appendix" (but without the number sign) and a capital letter denoting the appendix are printed in small letters from the first capital letter. For example: "Appendix B". Appendices are indicated by capital letters of the Ukrainian alphabet, with the exception of Г, Є, І, Ї, О, У, Ђ. For example, Appendix А. The appendix should have a title printed at the top in lowercase letters with the first capital letter symmetrically relative to the body of the page. The text of each appendix may be divided into sections and subsections, which are numbered within each appendix. If the content of the appendix does not fit on one page, then on the next page in the upper right corner "Continuation of the appendix..." is indicated.

Preparation of a qualifying master's thesis for defense and its organization. Master's attestation involves the defense of a qualifying master's thesis, which is the result of studies in a specialty. Seeker of higher education who have successfully and fully completed the curriculum are allowed to defend a qualifying master's thesis.

4. DEFENSE OF A QUALIFYING MASTER'S THESIS

The qualifying master's thesis is submitted to the supervisor for verification within the time limits specified in the work assignment. The supervisor provides feedback on the qualifying master's thesis, in which the following are determined: the relevance of the research; effectiveness of the used methodology; the level of application of theoretical knowledge acquired in the process of education and preparation for conducting scientific research; the ability to independently solve scientific and practical problems; the ability to logically, consistently, reasonably present the material and draw conclusions; perspective of the proposed recommendations and conclusions; work defects (if any).

The qualifying master's thesis must have a review (review) of an external reviewer. Reviewers can be: practitioners, scientists, scientific and pedagogical workers of higher education institutions, etc. The review form for the qualifying master's thesis is given in Appendix E.

During the review of the qualifying master's thesis, it is recommended to determine: the novelty of the presentation and development of the task; use of scientific research methods; validity of conclusions and proposals; participation of the student of higher education in the conducted research, theoretical and analytical processing of the obtained results, formulation of a scientific position/idea/methodology; the ability of the student of higher education to clearly, competently and reasonably present the material, to design it correctly; shortcomings regarding the content of the work, design. The review is provided in writing and must contain a general conclusion on the recommendations for the defense (recommended or not recommended) at the examination board meeting.

The higher education seeker passes the preliminary defense of the qualifying master's thesis at the graduation department. Seekers of higher education, whose works at the preliminary defense were evaluated positively, are admitted to the defense at the meeting of the Examination Commission. The student of higher education prepares a report and illustrative material for the speech. During the public defense, the student of higher education reports and demonstrates the main provisions of the research results, answers the questions of the chairman and members of the Examination Commission and other specialists present at the defense. The secretary of the commission records the defense procedure.

5. ASSESSMENT CRITERIA OF A QUALIFYING MASTER'S THESIS

The assessment of the quality level of master's training is carried out by members of the Examination Commission (hereinafter - EC) based on the established rules, principles, criteria, system, and assessment scale. The object of assessment of the quality of master's training is a set of knowledge, abilities, and skills, acquired competencies, reproduced in the process of performance and defense of qualification work.

The assessment of the level of master's training quality is carried out by EC members based on the principles of: objectivity, individuality, complexity, ethics, a differentiated and competency-based approach, taking into account the acquired system of typical universal and special professional competencies.

The author of the qualifying master's thesis must demonstrate the ability to:

- present the material in a logical and reasoned manner;
- correctly use statistical, mathematical, and other methods;
- conduct own research;
- possession of generalization skills;
- formulation of conclusions;
- work with information sources;
- to initiate and substantiate innovative approaches and ways of solving the problem under investigation.

The criteria for evaluating a qualifying master's thesis are:

- clarity, completeness, and sequence of disclosure of each issue of the plan and the topic of the work as a whole;
- scientific teaching style;
- absence of spelling and syntax errors;
- correct design of work in accordance with standards.

Assessment criteria of a qualifying master's thesis given in the table 5.1.

A qualifying master's thesis in which the topic is disclosed, the necessary literary sources and relevant information and statistical databases are analyzed, research is conducted, conclusions are formulated without the necessary substantiation is allowed to be defended, but cannot be rated higher than "satisfactorily".

The work, in which an own assessment of the used literary sources is made, the selected material is independently analyzed, the reporting data of the enterprise/organization on the basis of which the topic was studied, comprehensive research was conducted, conclusions were drawn and proposals were formulated, but they are not sufficiently reasoned, can be evaluated at "good".

The work, in which a proper assessment of various literary sources was made, modern research methods were used, a formalized model of the problem was built, complex scientific studies, calculations were carried out, and made on their basis - conclusions were argued and proposals were substantiated, and the results of scientific research were published in scientific publications and/or materials scientific conferences, can be rated as "excellent".

The quality level of master's training is determined by a complex assessment system, which involves a combination of ECTS (on the scale "A", "B", "C", "D", "E", "FX", "F"), national (on the scale "excellent", "good", "satisfactory", "unsatisfactory") and higher education systems (on a 100-point scale). The scale of assessment of the qualifying master's thesis is given in the table. 5.2.

The decision on the final assessment is made by the majority of the EC members based on the results of the public defense, taking into account the conclusions of the scientific supervisor and the reviewer.

Table 5.1 – Criteria for evaluating the results of performance and defense of qualification work

Assessment criteria	Maximum number of points	Content of assessment criteria	Assessment in points
1. Relevance of the topic, its compliance with modern requirements	10	- responds completely	10
		- responds not completely	8
		- does not respond sufficiently	6
2. Completeness, scientific level of justification developments and proposed solutions	20	- sufficiently complete and substantiated	20
		- insufficiently complete and substantiated	15
		- incomplete and insufficiently substantiated	10
3. Practical value of developments and proposed solutions, their implementation in production or educational process	10	- have practical value, implemented in the production or educational process (availability of an act of implementation)	10
		- partially have practical value	8
		- some elements of the developments have practical value, it is possible to implement them in production or the educational process	6
4. The level of use of computer equipment and information technologies	10	- high level	10
		- medium level	8
		- low level	6
5. Compliance of the qualification work with the requirements of normative acts of Ukraine, SSU, quality of design of materials	10	- sufficiently complete, high quality	10
		- insufficiently complete, acceptable quality	8
		- incomplete, low quality	6
6. The content of the report and answers of the applicant of higher education to the questions of EC members during the defense of the main provisions of the	40	- report and answers to questions are complete, consistent, logical	40
		- the report and answers to questions are not sufficiently complete, logical and consistent	32

<i>qualification work</i>		- an inconsistent and illogically constructed report, the answers to the questions are not complete enough	24
---------------------------	--	---	----

Table 4.2 – Grading scale: national and ECTS

The sum of points for all types of educational activities	Assessment ECTS	Assessment on a national scale	
		for an exam, course project (work), practice	for credit
90-100	A	excellent	credited
82-89	B	good	
74-81	C		
66-73	D	satisfactorily	
60-65	E		
30-59	FX	unsatisfactory with the possibility of reassembly	not credited with the possibility of re-compilation
1-29	F	unsatisfactory with mandatory re-study of the discipline	not credited with mandatory repeated study of the discipline

6. THE PROCEDURE FOR AWARDING A DEGREE OF HIGHER EDUCATION AND ASSIGNING A QUALIFICATION

Based on the results of the public defense of the qualifying master's thesis at a closed meeting, the EC makes a decision by majority vote on the assessment of the defense and the work (taking into account the feedback of the supervisor, the external reviewer, the content of the report, answers to questions).

The institution of higher education, on the basis of the decision of the EC, awards a person who has successfully completed an educational program at the second (master's) level of higher education, a master's degree of higher education and assigns the appropriate qualification.

The decision on awarding a degree of higher education and assigning the corresponding qualification is canceled by the institution of higher education in case of discovery of facts of violation of academic integrity by the applicant of higher education, in particular, the presence of academic plagiarism, fabrication, falsification in the qualifying master's thesis, in accordance with the procedure established by the Cabinet of Ministers of Ukraine.

LIST OF USED SOURCES

1. Law of Ukraine "On Higher Education" // Database "Legislation of Ukraine"/VR of Ukraine. URL: <http://zakon4.rada.gov.ua/laws/show/1556-18>
2. Law "On Education" // Database "Legislation of Ukraine"/VR of Ukraine. URL: <http://zakon5.rada.gov.ua/laws/show/2145-19>.
3. National framework of qualifications // Database "Legislation of Ukraine"/VR of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/1341-2011-%D0%BF/paran12#n12>
4. Standard of higher education of Ukraine in specialty 073 "Management" field of knowledge 07 "Management and administration" for the second (master's) level of higher education / Approved and put into effect by the order of the Ministry of Education and Science of Ukraine dated 07/10/2019 No. 959. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni%20standarty/2019/07/12/073-menedzhment-magistr.pdf>
5. SSU 3008:2015 "Information and documentation. Reports in the field of science and technology. Structure and registration rules" [National Standard of Ukraine] / Ukrainian Institute of Scientific, Technical and Economic Information". - Kyiv: SE "UkrNDNC". - 2016. - 31 p.
6. SSU 8302:2015 "Information and documentation. Bibliographic reference. General provisions and rules of compilation" [National Standard of Ukraine] / State Scientific Institution "Book Chamber of Ukraine named after Ivan Fedorov". - Kyiv: SE "UkrNDNC". - 2017. - 16 p.

Indicative areas of research (specialty 073 "Management")

1. Automation of the enterprise management system
2. Adaptive system of strategic management of the enterprise
3. Adaptive cost management of the enterprise
4. Adaptive management of innovative and investment development of the enterprise
5. Administrative methods of managing the company's activities
6. Depreciation policy of the enterprise
7. Analytical management of the financial and economic results of the enterprise
8. Analytical tools in managing the economic development of the enterprise
9. Anti-crisis program of the enterprise
10. Anti-crisis strategy of the enterprise
11. Anti-crisis strategy of the enterprise in conditions of an unstable external environment
12. Anti-crisis management of enterprise activities
13. Anti-crisis management of the enterprise
14. Anti-crisis financial management of the enterprise
15. Anti-crisis management at the enterprise
16. Anti-crisis mechanism for managing the performance of the enterprise
17. Anti-crisis technologies in enterprise management
18. Assortment policy of the enterprise
19. Outsourcing in enterprise activities
20. Branding in the enterprise
21. Brand management in the strategic development of the enterprise
22. Brand management of the enterprise
23. Budget method of enterprise management
24. Budgeting in the financial management system of the enterprise
25. Value-oriented management of investment activities of the enterprise
26. Value-oriented enterprise management
27. Value-oriented management of the company's portfolio of investment projects
28. Value-oriented management of enterprise development
29. Use of the competence approach in knowledge management
30. employees of the enterprise
31. Use of Public Relations in Organization Management
32. Production strategy of the enterprise
33. Production management of the enterprise
34. Internal control in the enterprise management system

35. Groups of economic influence and methods of coordinating their interests in the enterprise management system
36. Dividend policy of the enterprise
37. Diagnostics of the enterprise's business environment
38. Diagnostics of the efficiency of the enterprise
39. Diagnosis of threats to the company's activity
40. Diagnostics and planning of economic security of the enterprise
41. Diagnostics of resource provision of production activity of the enterprise
42. Diagnostics of the enterprise management system in modern business conditions
43. Diagnostics in the anti-crisis management system of the enterprise
44. An Economic mechanism for Assessing the quality of Enterprise Management
45. Economic methods of enterprise management
46. Sales policy of the enterprise
47. Foreign economic strategy of the enterprise
48. The image of the organization in conditions of competition
49. Investment policy of the enterprise
50. Investment strategy of enterprise development
51. Investment planning at the enterprise
52. Innovative policy of the enterprise
53. Innovative strategy of the enterprise
54. Innovative enterprise management
55. Innovative development of the enterprise
56. Innovation and investment strategy of an industrial enterprise
57. An integrated system of managing the economic development of the enterprise
58. Integrated quality management system of the enterprise
59. Information support in the enterprise management system
60. Information provision of relations with the enterprise's customers
61. Information provision of enterprise management
62. Information support for enterprise management
63. Information systems and technologies in enterprise management
64. Information and analytical support for strategic management of the organization
65. Information and analytical support for enterprise management
66. Personnel policy in the system of strategic management of the organization
67. Competency training of the company's personnel

68. A competent approach to knowledge management of enterprise employees
69. Comprehensive assessment of the quality of personnel management at the enterprise
70. Communication policy of the enterprise
71. Communication strategy of the enterprise
72. Competitive potential in the system of strategic management of the enterprise
73. Controlling in the enterprise management system
74. Controlling the foreign economic activity of the enterprise
75. Control of management decisions in the enterprise management system
76. The concept of continuous improvement in enterprise management
77. Coordination of management processes at the enterprise
78. Corporate social responsibility in the enterprise management system
79. Corporate social responsibility at the enterprise
80. Corporate capital management of the enterprise
81. Corporate communications in the enterprise management system
82. Coaching at the enterprise
83. Leadership and management style as a sphere of strategic changes in the enterprise
84. Logistic system of management of flow processes of the enterprise
85. Logistics management of the enterprise
86. Logistic management of procurement of material and technical resources of the enterprise
87. Logistics management of the supply of finished products and raw materials
88. Logistics management in the management of enterprise activities
89. Logistical approach to managing the commercial activities of a trading enterprise

90. Marketing of human resources at the enterprise
91. Marketing strategy of enterprise development based on diversification
92. Marketing strategic planning of the enterprise
93. Marketing management of enterprise activities
94. Management of business processes of the enterprise
95. Enterprise personnel management
96. Management of strategic intentions of the enterprise taking into account risks
97. Methodical support for making strategic decisions in the corporate management of an enterprise
98. Mechanism of anti-crisis management of the enterprise
99. The mechanism of arbitration management of the enterprise
100. The mechanism for ensuring the efficiency of the enterprise's personnel management
101. The mechanism of controlling in the management of productive activities of the enterprise
102. The mechanism of corporate management at the enterprise
103. Mechanism of labor motivation at the enterprise
104. The mechanism for evaluating the effectiveness of the management personnel of the enterprise
105. The mechanism of increasing the competitiveness of the enterprise
106. The mechanism of management decision-making in the enterprise's communication system
107. The mechanism of proactive anti-crisis management of the enterprise
108. The mechanism of restructuring in the anti-crisis management of the enterprise
109. The mechanism for stimulating the company's personnel
110. Mechanism of transfer of innovative developments at the enterprise
111. Mechanism of enterprise cost management
112. Mechanism of cost management at the enterprise
113. Mechanism of management of economic security of the enterprise
114. Change management mechanism at the enterprise
115. The mechanism of management of foreign economic activity of the enterprise
116. The mechanism of management of personnel provision of the enterprise
117. The mechanism of managing the competitiveness of the enterprise
118. The mechanism of managing the competitiveness of the company's products
119. Mechanism of management of marketing communications of the enterprise
120. The personnel management mechanism of the enterprise

121. A mechanism for managing the company's profitability
122. Resource-saving management mechanism at the enterprise
123. Risk management mechanism at the enterprise
124. Mechanism of management of sustainable development of the enterprise
125. Mechanism of management of financial resources of the enterprise
126. The mechanism of financial support of the enterprise
127. Mechanism of financial management of sustainable operation of the enterprise
128. The mechanism of formation of the innovative culture of the enterprise
129. The mechanism of formation and implementation of the production program of the enterprise
130. Motivational mechanism for activation of innovative and investment activities of the enterprise
131. The motivational mechanism of labor activity of the company's personnel
132. A motivational mechanism for managing the intellectual work of the company's personnel
133. Motivational mechanism of enterprise personnel management
134. Motivation and stimulation of innovative activity at the enterprise
135. Motivation of the labor activity of the company's personnel
136. Motivation of participants in innovative activities at the enterprise
137. Motivation of subjects of creative activity in the management system of the enterprise
138. Operational management of the enterprise
139. Operational management in enterprise management systems
140. Organizational adaptation of the enterprise in an environment of uncertainty
141. Organizational flexibility of the enterprise
142. Organizational culture in the enterprise management system
143. Organizational culture of the enterprise
144. Organizational regulation of the enterprise's inter-corporate relations
145. Organizational support of personnel audit at the enterprise
146. Organizational design at the enterprise
147. Organizational engineering at the enterprise
148. Organizational principles of ensuring the competitiveness of the enterprise
149. Organizational changes and management efficiency at the enterprise
150. Organizational and production management of the enterprise
151. Organizational and economic support for decision-making at the enterprise
152. Organizational and economic levers of Enterprise Product Quality

Management

153. Organizational and economic methods of stimulating production
154. Organizational and economic foundations of enterprise profit management
155. Organizational and methodological support of corporate control at the enterprise
156. Organization of anti-crisis management of the enterprise at various stages of its life cycle
157. Organization of operational activities of the enterprise
158. Organization of production activities of the enterprise
159. Organization of internal control in the company's activities
160. Organization of export and import operations at the enterprise
161. Organization of effective personnel management of the enterprise
162. Organization of purchasing activities of the enterprise
163. Organization of sales policy in the strategic development of the enterprise
164. Organization of foreign economic activity of the enterprise
165. Organization of investment activities of the enterprise
166. Organization of innovative activities of the enterprise
167. Organization of personnel reserve at the enterprise
168. Organization of commercial activities of the enterprise
169. Organization of control in enterprise management
170. Organization of control over the implementation of management decisions at the enterprise
171. Organization of logistics activities of the enterprise
172. Organization of training for the company's personnel
173. Organization of operational planning at the enterprise
174. Organization of strategic planning at the enterprise
175. Organization of trade and intermediary activities of the enterprise
176. Organization of labor adaptation of workers at the enterprise
177. Organization of financial management at enterprises)
178. Assessment of the effectiveness of personnel management at enterprises)
179. Assessment of the competitiveness of the enterprise
180. Assessment of the human capital of the enterprise

181. Assessment of the company's personnel
182. Assessment of the organization's personnel
183. Risk assessment when making managerial decisions
184. Enterprise activity planning based on the formation of the product life cycle
185. Planning of foreign economic activity of the enterprise
186. Planning of innovative activities at the enterprise
187. The policy of formation of investment resources of the enterprise
188. Preventive anti-crisis management of the enterprise
189. Programmatic management of investment projects at the enterprise
190. Program-targeted approach in enterprise management
191. Enterprise development projects
192. The process of making and implementing management decisions at the enterprise
193. Process management of the enterprise
194. Process management at the enterprise
195. Process-oriented enterprise management
196. Psychology and ethics of managerial activity of the organization
197. Reengineering of the enterprise's business processes
198. Restructuring of the enterprise based on outsourcing
199. Resource potential of the enterprise
200. Risk management of the enterprise's foreign economic activity
201. Market-oriented planning of the production of the company's products
202. Development of the enterprise's export potential
203. Development of personnel potential of the enterprise
204. Enterprise personnel development
205. Development of professional competence of management personnel
206. Rehabilitation strategy of the enterprise
207. Service policy of the enterprise
208. System of anti-crisis corporate management of the enterprise
209. System of anti-crisis management of enterprise activities
210. System of intra-firm planning of enterprise activity
211. System of provision of qualified personnel of the enterprise
212. The system of protection of the rights of shareholders of a corporate enterprise
213. The system of controlling the personnel of the enterprise

214. System of corporate control at the enterprise
215. The system of creative management of the enterprise
216. System of material stimulation of labor activity at the enterprise
217. The management system of the enterprise's foreign economic activity
218. Quality management system at the enterprise
219. The system of motivating the management personnel of the enterprise
220. The system of training the company's personnel
221. Operational management system at the enterprise
222. System for evaluating the competencies of enterprise managers
223. Decision support system for management
224. System of process and functional management of the enterprise
225. A system of early warning of the emergence of crisis situations in the enterprise
226. The system of socially responsible management of the company's personnel
227. The system of social management of personnel of the enterprise
228. System of strategic planning of enterprise activity
229. Business process management system of the enterprise
230. Human capital management system of the enterprise
231. Enterprise management system based on informatization services
232. The company's product quality management system
233. System of Management Innovations at the Enterprise
234. Decision support systems at the enterprise
235. System-process management of the economic stability of the enterprise
236. Socio-psychological methods of managing the company's activities
237. Stakeholder strategy of value-oriented capital management of the enterprise
238. Incentives and motives for innovative activity of enterprise employees
239. Strategic orientation of the enterprise in the market environment
240. Strategic marketing management of enterprise competitiveness
241. Strategic planning of the enterprise
242. Strategic management of enterprise adaptability
243. Strategic management of production and economic activity of the enterprise

244. Strategic management of the company's sales activities
245. Strategic management of the enterprise's foreign economic activity
246. Strategic management of innovative activities of the enterprise
247. Strategic management of the corporation
248. Strategic management of the resource potential of the enterprise
249. Strategic management of enterprise development
250. Strategic management of technological development of the enterprise
251. Strategic management of holding companies
252. Strategic management of the organization's pricing policy
253. The strategic potential of the enterprise and its competitive status
254. The company's product diversification strategy
255. Strategy of differentiation of the enterprise brand
256. Strategy of economic security of the enterprise
257. Strategy of innovative development of the enterprise
258. Strategy of integrated development of the enterprise
259. Strategy of organizational development of the enterprise
260. Strategy for increasing the investment attractiveness of the enterprise
261. Strategy for increasing the competitiveness of the enterprise
262. Resource conservation strategy at the enterprise
263. Strategy for the development of the innovative and technological potential of the enterprise
264. Enterprise development strategy based on market forecasting
265. Enterprise development strategy based on a balanced system of indicators
266. Strategy of social responsibility of the enterprise
267. Enterprise cost management strategy
268. Intellectual capital management strategy of the enterprise
269. Tactical planning at the enterprise
270. Product policy of the enterprise
271. The labor potential of the enterprise
272. Management of anti-crisis transformations of the enterprise
273. Management of anti-crisis activities of the enterprise
274. Management of business processes in the enterprise development system
275. Management of costs for innovative processes of the enterprise
276. Management of enterprise personnel costs
277. Management of expenses of the holding company

278. Management of reproductive processes of the enterprise
279. Management of warranty service of durable goods
280. Enterprise flexibility management
281. Management of economic risks of the enterprise
282. Management of discipline at the enterprise
283. Management of activities of a state enterprise
284. Management of the economic potential of the enterprise
285. Management of the economic risk of the economic activity of the enterprise
286. Management of economic risk at the enterprise
287. Management of the economic results of the enterprise
288. Management of economic security of the enterprise
289. Management of economic efficiency of production at the enterprise
290. Management of the economic stability of the enterprise
291. Management of export-import activities of the enterprise
292. Management of the issue of shares at the enterprise
293. Management of the energy economy of the enterprise
294. Management of energy costs at the enterprise
295. Management of the efficiency of the use of the production potential of the enterprise
296. Management of the efficiency of the use of intellectual capital in the enterprise
297. Management of the enterprise's investment portfolio
298. Management of investment processes of the enterprise
299. Management of enterprise investment risks
300. Management of enterprise investment risks in crisis conditions
301. Management of investment and innovation activities of the enterprise

Sample of the title page of the qualifying master's thesis

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
of PIHE "INTERNATIONAL EUROPEAN UNIVERSITY"
Educational and Scientific Institute "European School of Business"
Department of Management and Economics

"I APPROVE"

Head of the department
management and
economics

(surname, first name and patronymic, signature)

«__» _____202__year

QUALIFYING MASTER'S THESIS

TOPIC: *"Personnel motivation as a system for improving the
quality of work"*

The executor: _____
(surname, first name and patronymic, signature)

Specialty: 073 "Management"

Educational program: "Management and business administration"

Academic supervisor: _____
(surname, first name and patronymic, signature)

Kyiv-202__

A sample task for a qualifying master's thesis

INTERNATIONAL EUROPEAN UNIVERSITY
 Educational and Scientific Institute "European School of Business"
 Department of Management and Economics
 Specialty 073 "Management"
 Educational program "Management and business administration"

"I APPROVE"

Head of the department
 management and
 economics

 (surname, first name and patronymic, signature)

« ___ » _____ 202__ year

**TASK FOR PERFORMANCE
 QUALIFYING MASTER'S THESIS FOR OBTAINING THE MASTER'S
 DEGREE**

 (surname, first name and patronymic)

1. Topic of work « _____ », scientific leader of the work _____, approved by order of the university _____.
2. Term of performance of work: from _____ to _____.
3. Initial data for work: _____.
4. Contents of the explanatory note: _____.
5. List of graphic material: _____.
6. Work consultants with an indication of the sections they consult:

Section	Consultant (position, full name)	Date, signature	
		Issued the task	Accepted the task
Section 1			
Section 2			
Section 3			

7. Calendar plan

№ i/o	Name of work stages	The term of performance of work stages	Performance note
1.	Selection of the topic, its argumentation, definition of the goal and task, elaboration of literary sources		Completed
2.	Drawing up a work plan and agreeing it with the manager, preparing the introduction and the first section of the work		Completed
3.	Collection and processing of economic and statistical information, preparation of the second section of the work		Completed
4.	Preparation of the third section of work and conclusions; checking the work for anti-plagiarism		Completed
5.	Preliminary defense of work at the department		Completed
6.	Receiving feedback from the scientific supervisor, external review of the work		Completed
7.	Submission of work to the department		Completed
8.	Defense of a qualifying master's thesis		Completed

Higher education seeker

(signature)

(full name)

Head of qualification work

(signature)

(full name)

Sample of the structure of an abstract for a qualifying master's thesis

ABSTRACT

The total volume of the explanatory note to the qualifying master's thesis "Personnel motivation as a system of improving the quality of work" is 101 pages and contains 21 pictures, 5 tables, 82 used sources.

MOTIVATION, PERSONNEL, PERSONNEL WORK MOTIVATION SYSTEM, MOTIVATION MONITORING, REWARD, MOTIVATION MONITORING SYSTEM, KRI.

The thesis is devoted to the issue of improving the system of motivation of teaching staff as one of the indicators of the quality of work.

The first chapter of the thesis was devoted to the study of the theoretical foundations of the system of personnel motivation.

The analytical section was devoted to the analysis of the economic and educational activities of the university; an analysis of the existing labor motivation system was carried out, the shortcomings of the company's motivation system were identified.

The project section developed recommendations for improving the motivation of teaching staff through the use of a motivational monitoring system based on KRI-Drive indicators.

The materials of the thesis are recommended to be used during scientific research, in the educational process, and in the practical activities of personnel department specialists.

ABSTRACT

The total volume of the explanatory note to the master's thesis on «Staff motivation as a system of improving the quality of work» is 101 pages and contains 21 pictures, 5 tables, 82 sources used.

MOTIVATION, PERSONNEL, SYSTEM OF PERSONNEL WORK MOTIVATION, MOTIVATIONAL MONITORING, REMUNERATION, MOTIVATIONAL MONITORING SYSTEM, KPI.

Thesis is devoted to improving the motivation of teaching staff as one of the indicators of quality of work.

The first part of the master's thesis was devoted to the study of the theoretical foundations of the system of motivation of staff.

The analytical part was devoted to the analysis of economic and educational activities of the university; the analysis of the existing system of work motivation is carried out, the shortcomings of the system of motivation in the company are revealed.

The project part of the master's thesis develops recommendations for improving the motivation of teaching staff through the use of motivational monitoring system based on KPI-Drive indicators.

Thesis materials are recommended to be used during scientific research, in the educational process and in the practical activities of HR specialists.

Review form for qualifying master's thesis

REVIEW
OF THE QUALIFICATION MASTER'S THESIS ON
THE TOPIC: « _____ »

Higher education seeker _____
(surname, first name and patronymic)

Specialty 073 "Management",
Educational program "Management and Business Administration"
Department of Management and Economics
Educational and Scientific Institute "European School of Business"
PIHE"International European University"

Content of the review

Relevance of scientific research _____

A brief description of the sections of the work _____

Scientific novelty and practical value of scientific research _____

Approbation of the results of scientific research _____

Quality of work structure _____

Disadvantages in work _____

General conclusion _____

Evaluation of work _____

The work is recommended for defense with an assessment « _____ »

Reviewer:

SP « _____ » _____ 202__y.

Sample of the structure of the content of the qualifying master's thesis

TABLE OF CONTENTS

INTRODUCTION.....	7
SECTION 1. THEORETICAL BASIS OF STAFF MOTIVATION AS THE FACTOR OF IMPROVING THE QUALITY OF WORK	10
1.1. Personnel motivation as a component of social and labor relations	10
1.2. Staff motivation and the motivational process	16
1.3. Personnel motivation system.....	25
Conclusions to section 1.....	31
SECTION 2. ANALYSIS OF THE WORK MOTIVATION SYSTEM OF THE STAFF OF CARGO-SERVICE CONSULT LLC.....	34
2.1. General characteristics of "Cargo-Service Consult" LLC.....	34
2.2. Analysis of the financial and economic activity of "Cargo-Service Consult" LLC	44
2.3. Analysis of the existing labor motivation system of Cargo-Service Consult LLC personnel.....	52
Conclusions to section 2	64
SECTION 3. DEVELOPMENT OF THE SYSTEM FOR IMPROVING WORK MOTIVATION OF THE STAFF OF "CARGO-SERVICE CONSULT" LLC ...	66
3.1. Development of project proposals for the implementation of the motivational monitoring system in the company's activities	66
3.2. Project propositions for the use of the personnel motivational monitoring system based on KRI-Drive	81
Conclusions to section 3	87
CONCLUSIONS AND RECOMMENDATIONS.....	89
LIST OF USED SOURCES	93
APPENDIX	101

EDUCATIONAL PUBLICATION

NAVOLOKINA ALLA SERHIIVNA

REMIGA YULIYA SERHIIVNA

METHODOLOGICAL RECOMMENDATIONS FOR EXECUTION AND DEFENSE OF QUALIFYING MASTER'S THESES FOR HIGHER EDUCATION SEEKERS, SPECIALTY 073 "MANAGEMENT"

Editor Yevhenii Verbytskyi

Signed for printing on 03.12.2021.

Format 60x84 1/16. Offset paper. Printing is digital.

Edition of 300 approx. Mind. printing. sheet 2.25.

Print CPU "COMPRINT". Certificate of DK No. 4131 dated August 4, 2011,

Kyiv, 28 Predslavynska St.

095-941-84-99, 067-209-54-30

Email: komprint@ukr.net