



MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
NATIONAL TECHNICAL UNIVERSITY  
«KHARKIV POLYTECHNICAL INSTITUTE»

## **MASTER'S THESIS GUIDELINES**

for full- and part-time students of specialty

076 «Entrepreneurship and Trade»

Kharkiv  
NTU «KhPI»  
2024

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## INTRODUCTION

The master's thesis project is a final qualification research work characterized by internal unity and reflecting the process of developing the chosen topic and its results. The scientific level of the master's thesis must correspond to the educational program of master's degree studies in the specialty 076 «Entrepreneurship and Trade». The set of results obtained during the preparation of the thesis project should be a criterion for assessing the educational level of the graduate and should demonstrate their skills in conducting scientific research: the ability to independently conduct scientific searches; identify and solve professional problems; and perform specific scientific tasks using appropriate methods.

The master's thesis project is a means of demonstrating the student's readiness to work in various fields of entrepreneurial activity. The work is independent research by the student and is based on the theoretical knowledge and practical skills acquired by the student during their studies and pre-graduation practice.

The goal of the master's thesis project is to consolidate the theoretical foundations of the functioning of entrepreneurial, trade, and exchange structures by future specialists to achieve corresponding economic and social results.

To achieve the goal of the master's thesis project, students must complete the following tasks:

- consolidate skills in using modern computer and telecommunication technologies for the exchange and dissemination of professionally oriented information in the field of entrepreneurship, trade, and exchange activities;
- conduct searches, independently select, and qualitatively process information from various sources to form databases in the field of entrepreneurship,

trade, and exchange activities;

- develop theoretical and practical recommendations for improving the efficiency of business activities in modern entrepreneurship;
- create graphical representations of data and calculations to visualize the results of the thesis project.

Completing the thesis project allows the student to learn how to independently work with various information sources, abstract materials from periodical literature, study the main problems of labor economics in more depth, analyze statistical data, and develop organizational measures based on this, which are brought to the level of practical application.

The master's thesis project must be an independent study worthy of the corresponding qualification. The thesis student must confirm their level of general theoretical and special training. The thesis work is a final qualification work, based on the defense of which the State Examination Commission (SEC) decides on awarding its author the qualification of «Master of Entrepreneurship and Trade» and issuing them a state-standard diploma.

A thesis project that does not meet the requirements for content and design, is written without adhering to the approved plan, does not contain materials of real analysis of business activities, justified proposals, or lacks external and internal reviews, is not allowed for defense.

The thesis project also undergoes verification for the author's compliance with academic integrity (plagiarism), which is performed by an authorized person – the depositor. For successful passage, the work must contain at least 85 % original content. If the percentage of borrowings exceeds the specified percentage, the work is not allowed for defense and is returned for revision to the higher education applicant.

A thesis project allowed for defense is placed in the repository of NTU «KhPI» where it is stored subsequently.

## **1 REQUIREMENTS FOR THE STATE CERTIFICATION OF MASTERS**

According to the Law of Ukraine No. 1556-VII «On Higher Education», certification is the establishment of the correspondence between the learning outcomes of higher education applicants and the requirements of the educational program. Therefore, a master's degree is an educational level obtained at the second level of higher education and awarded by a higher education institution as a result of the successful fulfillment of the certification requirements of the relevant educational program, namely, the defense of the thesis project.

The master's thesis project is carried out in accordance with the directions of scientific and applied research and should attest to the level of professional training of the graduate; the ability to apply the knowledge acquired in higher education to solve complex scientific and practical problems in the field of effective entrepreneurial activity; the conscious assimilation of knowledge and its systematization and argumentation; the presence of the applicant's scientific work skills; and the ability to think critically and creatively. The presentation of the content of each question in the master's thesis project must be comprehensive, logical, evidence-based, explanatory, and scientifically substantiated.

The master's thesis project must necessarily include:

- ✓ a systematic analysis of the problem in accordance with the subject of scientific research;
- ✓ realistic and justified proposals for improving entrepreneurial activity at the researched object;
- ✓ elements of scientific novelty on the subject of the research;
- ✓ proper formatting and all necessary accompanying documents.

This work is carried out based on an in-depth study of special domestic and foreign literature on entrepreneurial activity, advanced experience in the chosen problem, as well as the results of the author's own research of the real object to solve defined scientific and applied tasks in the field of future professional activity. It should contain the results of the author's own theoretical and applied research.

The master's thesis project must be written in the state language, using a scientific style, and presented logically and argumentatively.

## 2 GENERAL STRUCTURE OF THE MASTER'S THESIS PROJECT

The student's work on the master's thesis project begins with the selection of a topic, which is coordinated with the project supervisor. The student can propose their own topic related to the relevant educational program within the specialty 076 «Entrepreneurship and Trade», after preliminary approval with the supervisor. The material necessary for writing the master's thesis is collected by the student during the pre-graduation practice. The thesis project is based on an in-depth study of the current legislation of Ukraine on entrepreneurial activity (business entity), special domestic and foreign literature, advanced experience on the studied problem, as well as the results of the student's own research of real entrepreneurial activity.

*Choosing the Topic of the Master's Thesis.* The topic of the master's thesis should reflect the main idea, tasks, and positions to be investigated. One topic can be chosen by only one student. The topic of the thesis should be chosen taking into account the practice base, it should be relevant, correspond to the current state and prospects of the development of science and technology. The title of the topic should be concise, clear, and contain unambiguous interpretations (an approximate list of possible topics is provided in Appendix A).

The result of the final determination of the master's thesis topic is the issuance to the student of the task for the diploma project by their supervisor within the deadlines set by the department's decision. The calendar plan for the completion of the diploma project is formed jointly by the supervisor and the student.

In form, the diploma project and thesis are a set of documents. The documents of the diploma project are related to scientific and economic fields. They can be textual and graphical.

### *Plan of the Thesis Project*

The work includes the following structural parts:

1. Title page (Appendix B).
2. List of documents (LD) of the thesis project (Appendix C).
3. Assignment for the thesis project (in the printed version of the thesis project, it is placed on one sheet of paper (double-sided printing) (Appendix D).
4. Title page of the explanatory note for the thesis project (Appendix E).

5. Abstract (Appendix F).
6. Table of contents (the corresponding page is numbered with the digit «2» and further in order, page numbers before the table of contents are not indicated).
7. Introduction.
8. Main body (usually consists of theoretical, analytical, and project sections).
9. Conclusions.
10. List of references.
11. Appendices (if necessary).

These structural elements are mandatory for the master's thesis project.



### 3 SUPERVISION OF THE THESIS PROJECT PREPARATION

A supervisor for the master's thesis project is appointed from among the faculty members of the Department of Business, Trade and Logistics. The main functions of the supervisor of the master's thesis include:

- ✓ assisting the student in choosing or formulating the topic of the thesis;
- ✓ reviewing the work plan drafted by the student;
- ✓ guiding the student in collecting the necessary information for the project during the pre-graduation practice;
- ✓ providing recommendations on the selection of sources for scientific, methodological, and specialized literature;
- ✓ monitoring the completion of individual stages of the work according to the schedule approved by the department;
- ✓ reviewing the content of the chapters of the work prepared by the student;
- ✓ checking the work for compliance with formatting requirements (normative control);
- ✓ completing the relevant part of the submission, i.e., the supervisor's conclusion on the compliance of the work with the established requirements regarding the timeliness of the preparation of the work sections, its content, formatting, and publication of the thesis project results;
- ✓ consulting the student on the preparation of the explanatory note, the article (theses), the report, and the illustrative material.

The work must proceed according to a schedule approved by the graduating department. The schedule records the dates of consultations and the submission of individual sections of the work for review. The schedule for writing the master's thesis project helps to rationally distribute the time for developing the components of the work, prepare it on time, format it properly, and submit it for defense. The deadline for submitting the completed work to the department indicated in the schedule must correspond to the deadline set in the thesis project assignment.

The schedule for writing and formatting the thesis is compiled depending on the method chosen by the student and agreed upon with the supervisor. According to the compiled schedule for writing and formatting the work, the supervisor will monitor its progress. Based on the received assignment, after the schedule for writing and formatting is drawn up, a work plan is prepared, reflecting its structure and the logical connection of the components.

The thesis work plan is the basis for compiling such a structural element of the thesis as the «Table of Contents».

When drawing up the thesis plan, attention should be paid to ensuring that identical problems are not considered in the subsections. The work plan is dynamic and can be adjusted during its writing.

The state of preparation of master's theses is regularly discussed at the department meetings and recorded in the department's minutes. Lists of students who work irregularly and do not adhere to the developed schedule are submitted to the directorate for taking appropriate measures.

In the case of untimely completion of sections of the master's thesis, the grade is reduced according to the criteria set out in these methodological guidelines.

## **4 STRUCTURE AND CONTENT OF THE MASTER'S THESIS PROJECT**

The structure of the master's thesis project includes an introduction, the main body (comprising theoretical, research-analytical, and project-recommendation sections, each consisting of at least two subsections), conclusions, a list of references, and appendices (see Fig. 4.1).

The master's thesis project should address both theoretical and practical aspects of the topic, as well as identify ways to improve the efficiency of the economic activities of the business entities in the studied sector. Based on this, the work is divided into three main sections. The titles of the sections should not duplicate those from textbooks or educational manuals, as this approach would constrain creativity and lead to mechanical copying of these sources, contrary to the principle of independent writing of the master's thesis. The student should remember that the academic supervisor is neither a co-author nor an editor of the thesis and therefore should not correct all theoretical, methodological, and other errors present in the work.

After familiarizing themselves with the literature, the student drafts a plan and presents it to the project supervisor. The plan outlines the main research directions and the sequence of revealing the research subject according to the established tasks. The total volume of the master's thesis project is usually 65–100 pages of printed text (excluding appendices and references), formatted according to the requirements provided in chapter 5 of these methodological guidelines. During the writing process, the plan may undergo adjustments and clarifications (with the supervisor's approval). The overall recommended content of the thesis project is presented in Table 4.1. The thesis project must be submitted as a single file containing all its structural parts.

The content of the master's thesis project is placed after the abstract on a new page. It includes the headings and starting page numbers of all chapters and subchapters. The main chapters of the master's thesis must have a specific structure that corresponds to the established tasks.

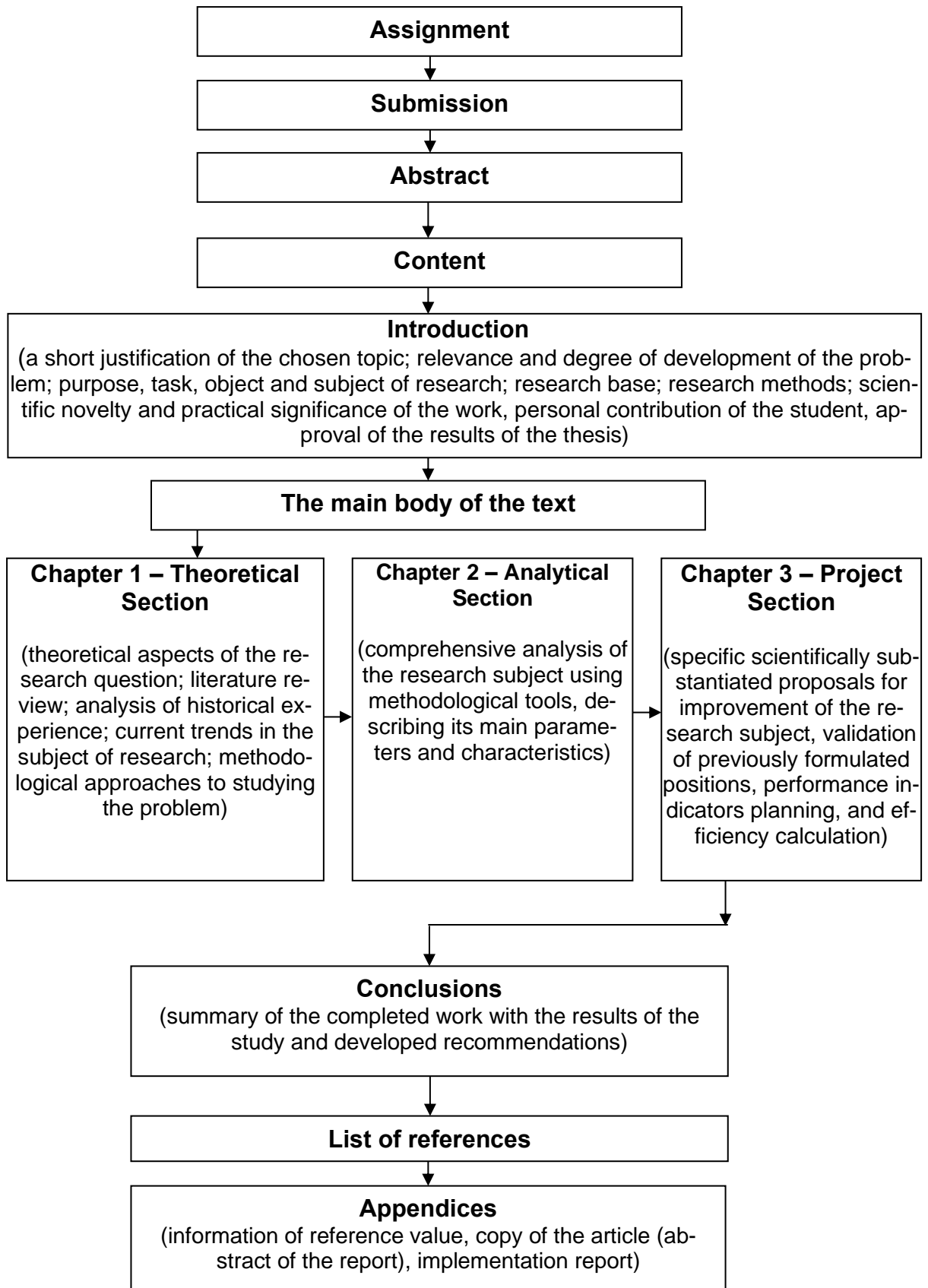


Figure 4.1 – Structure of the master's thesis

Table 4.1 – Recommended structure of the diploma project

The title of structural part of a paper	Approximate length, pages	Content
1	2	3
Explanatory Note	1	It contains information about the institution where the work was carried out, its departmental affiliation, the type of work, the title of the topic, as well as details about the executor and supervisor
Assignment	1 (printed on both sides of the sheet)	The assignment for the diploma project provides informative details about the research subject, the topic of the diploma project, and its schedule of completion. A typical assignment form for the project is placed immediately after the explanatory note
Submission	1	It is completed by the directorate and the supervisor and issued to the student provided there are no academic debts
Abstract (except Ukrainian, it is executed in English)	1 (+1 English version)	The abstract should reflect the information presented in the diploma thesis, typically in the following sequence: the research object or development; the aim of the work; research methods; results and their novelty; recommendations for using the results of the work
Table of Contents	1	It should contain the titles of chapters, subchapters and page numbers starting from which they are placed
Introduction	2–3	Introduction structure: relevance of the topic (up to 0.5 pages); list of scientists working on the chosen topic; objective and tasks of the thesis; object and subject of the research; research methods; practical significance; validation of thesis results; information on the effectiveness of organizational measures.

Continuation of Table 4.1

1	2	3
1) Theoretical Section (Title)	19–22 (8–10 pages for each chap- ter)	1 Theoretical Aspects... 1.1 The Place and Role of the Research Topic in Modern Conditions ( <i>this subchapter should include systematization of definitions, critical analysis, formulation of authorial definitions, and their significance for the development of entrepreneurial activities</i> ). 1.2 Comparative Analysis of Typologies, Classifications, Systematization of Principles, Methods, Factors ( <i>author's elaborations are mandatory</i> ). 1.3 Contemporary Domestic and Foreign Experience, Characteristics of Trends in the Investigated Issues
2) Analytical Section (Title)	20–25	2 Analysis of Financial and Economic Indicators of the Entrepreneurial Entity 2.1 General Characteristics of the Entrepreneurial Entity (3–4 pages) 2.2 Analysis of the Technological Process (5–8 pages) 2.3 Analysis of Financial and Economic Indicators of the Entrepreneurial Activity (7–8 pages) 2.4 Analysis of Entrepreneurial Activity Competitiveness (5–8 pages)
Conclusions for Section 2 (optional)	1–2	Generalized Results of the Analysis of Financial and Economic Indicators (positive and negative trends)
3) Project Section (Title)	25–30	3 Directions and Recommendations for Improving the Entrepreneurial Entity 3.1 Market Forecasting (8–10 pages) 3.2 Measures and Recommendations for Improvement (8–10 pages) 3.3 Financial and Economic Performance Planning (5–10 pages) 3.4 Economic Efficiency of Proposed Measures (4–5 pages)
Conclusions for Section 3 (optional)	1–2	Conclusions based on the analysis results; list of organizational measures and presentation of the evaluation results of their effectiveness

End of Table 4.1

1	2	3
General conclusions on the work	2–3	Summary of the completed work with an overview of the conducted research and developed recommendations
List of references	5–7	The number of information sources should be between 50–80, with 30 % of them published within the last 5 years. It is advisable to include at least 5 publications by university faculty members and the issuing department in the bibliography related to the topic of the diploma project
Appendices	They should not exceed the number of pages in the main text	It is mandatory to include financial and statistical reports, as well as bulky tables and figures, in the appendices if they extend beyond a few pages
Volume of the main text (excluding appendices and bibliography)		~ 70–90 pages

*The theoretical section of the master's thesis* focuses on the theoretical and methodological aspects of the chosen object and subject of research. The theoretical justification aims to define the role and position of the studied phenomena and processes in ensuring high efficiency of the economic entity's activities, incorporating an analysis of existing experience in the relevant field. It explores general theoretical approaches to the topic using contemporary literary sources on the researched problem, and highlights the theoretical foundations of contemporary economic research (including critical analysis of monographs, scientific articles, conference materials, electronic resources, and foreign authors). Comparing different viewpoints and using statistical data with proper referencing are essential. In the theoretical chapter, it is desirable to include an analysis of statistical data and/or global experience related to the research topic. This chapter should not be purely abstract but should contain a thorough critical analysis of literary sources, allowing for the systematic organization of existing theoretical contributions on the topic and proposing original insights. The chapter should consist of at least two subchapters.

*The analytical section* provides a comprehensive description of the economic entity, serving as an example to investigate the defined problem in the master's thesis topic. It analyzes its economic and financial indicators, current achievements, and unresolved issues in the studied aspect of activity. This chapter serves as the analytical foundation for developing practical recommendations and should be closely integrated with the subsequent chapter. Based on available information, the researcher synthesizes the results of analytical studies and concludes at the end of the section on the necessity of addressing problematic issues. The analysis of the problem's status in both theoretical and analytical aspects must include mandatory references to information sources (from the bibliography used). Writing the thesis requires the use of statistical data, regulatory documents, reference, and specialized literature. Therefore, it is advisable to complement the systematized information with tables, graphs, diagrams, followed by their analysis in the main text of the thesis. The section dedicated to justifying the factual state of the researched problem should utilize materials characterizing the research base. It should be sufficiently enriched with factual information reflecting the state of the research subject over a period of at least the past two years. In this chapter of the master's thesis, the student should demonstrate mastery of methods for analyzing the research object, ability to identify its most important aspects, and determination of its future development prospects. The content and structure of this chapter are determined by the thesis topic and aim to identify directions for improving the researched problem. The section should be rich in factual information (tables, graphs, diagrams, schemes) reflecting corresponding results of the research base's activities.

*The project section* of the work contains the author's own proposals for addressing the operational issues of the economic entity in the chosen research sphere. The researcher puts forward a hypothesis, evaluates its feasibility, and substantiates its economic viability. This chapter should focus on developing and justifying proposals related to the subject of the research. It should include well-founded practical suggestions aimed at achieving the goal outlined in the introduction. The nature and content of the proposed measures should be based on the analysis results presented in the second chapter of the work. Here, the researcher comprehensively presents the results of their own investigations, highlighting any new



contributions to the problem's development. The researcher should assess the completeness of addressing the set tasks, evaluate the reliability of the obtained results (characteristics, parameters), compare them with similar results from domestic and foreign studies, justify the need for further research, and discuss negative results that necessitate discontinuation of further studies. The material presentation should be subordinated to a leading idea clearly defined by the researcher.

*The conclusions* should summarize the research conducted, highlighting the main scientific and practical results and providing recommendations for their scientific and practical application. Conclusions should be formulated according to the tasks set. The researcher's own proposals for solving the problematic issues of the respective research subject should correspond to the conclusions. In the conclusions, it is necessary to emphasize the qualitative and quantitative indicators of the achieved results, justify their reliability, and provide recommendations for their utilization.

*The list of references* should include 50–80 references, with 30 % of them being from the last 5 years. It is advisable to include at least 5 publications by university professors and the issuing department on the topic of the thesis in the list of information sources. Bibliographic descriptions of information sources should be arranged in the order they are first mentioned in the text. The sequential numbers of the descriptions in the list of information sources are the reference numbers.

*Appendices* should be arranged in the order they are referred to in the text of the master's thesis. Appendices should include extensive tables and figures, screenshots of software used in the work, auxiliary materials such as document copies, extracts from regulatory acts and documents, reports, separate instructions/policies/rules, results of sociological surveys, auxiliary text materials, and documents issued independently (e.g., copies of articles and/or conference abstracts by the researcher).

## 5 RULES FOR FORMATTING A MASTER'S THESIS PROJECT

### 5.1 General Requirements

The master's thesis project is written in English except for the title page, the list of documents, the thesis assignment, and the explanatory note, which are completed in Ukrainian (Appendices B–E).

The explanatory note is prepared on sheets of printing paper A4 format (297 mm x 210 mm). Each sheet must have margins: left, bottom, and top – not less than 20 mm, right – not less than 10 mm.

The sheets of the document are numbered with Arabic numerals placed in the top right corner of each sheet without any punctuation marks. The numbering of sheets should be continuous throughout the document. *The title page of the master's thesis, which is the first sheet of the document, does not have a number and is not counted in the total numbering. Similarly, the sheet with the table of contents, assignment for the thesis project, and abstract are not numbered (and not included in the total numbering). The title page of the explanatory note of the thesis project also does not have numbering, but it is counted in the total number of pages as the first page of the explanatory note (thus, numbering starts from the first sheet of the thesis project content, starting with the digit «2»).*

For the printed copy of the explanatory note, the text is printed on one side of the sheet (except for the assignment for the thesis project, which is printed on both sides of one sheet) with one and a half line spacing, font size 14 pt. For text elements (tables, notes, etc.), font size 12 pt is permissible. The recommended font is Times New Roman.

Errors, typos, and graphical inaccuracies may be corrected by erasing or covering with white paint.

### 5.2 Structural Elements

The structural elements of the document – «ABSTRACT», «TABLE OF CONTENTS», «LIST OF SYMBOLS AND ABBREVIATIONS», «INTRODUCTION», «CONCLUSIONS», «LIST OF REFERENCES», and «APPENDIX» – should begin on new pages. The headings of structural elements are centered symmetrically to the text, written in uppercase bold font, without numbering, periods at the end, or underlining.

5.2.1 *Abstract* – a concise summary of the document’s content containing essential information and conclusions necessary for initial acquaintance with the document (DSTU 3008).

The abstract should include: information about the document’s volume; a list of keywords; the text of the abstract. These components of the abstract are recommended to be separated by a blank line.

The abstract should not exceed one page in length.

Under the information about the document’s volume, include: the number of document pages, illustrations, tables, information sources, and appendices (without a period at the end).

*Example:*

Explanatory Note for the Master’s Thesis: 85 pages, 10 figures, 4 tables, 57 sources, 3 appendices

The list of keywords should give an idea of the document’s content being abstracted and contain from 5 to 15 words (word combinations) in the nominative case singular, written in uppercase letters separated by commas (without a period at the end).

*Example:*

*Keywords:* STRATEGY, MARKETING, ENTERPRISE, BUSINESS PORTFOLIO, STRATEGIC BUSINESS UNIT, MARKET, COMPETITIVE POSITION, MATRIX ANALYSIS

Place the keywords before the text of the abstract. The text of the abstract should reflect the main content of the document, including aspects such as the object (subject), objective, methods, research or development results. The abstract text should not be divided into paragraphs. Pages of the abstract are not numbered and are not included in the total number of document pages.

For formatting examples, refer to Appendix E.

### 5.2.2 *Table of Contents*

In general, the table of contents includes:

- ✓ List of symbols and abbreviations.
- ✓ Introduction.

- ✓ Headings of chapters, subchapters, and points (if necessary) of the main body.
- ✓ Conclusions.
- ✓ List of references.
- ✓ Appendices.

Headings of chapters, subchapters, and points are specified together with their sequential numbers; appendices are specified with their symbols and headings. All headings are written in lowercase with the first letter capitalized. The numbers and headings of subchapters (points) are given after a paragraph indent equal to two characters compared to the numbers of chapters (subchapters).

If necessary, when continuing the heading of a chapter, subchapter or point onto the second (next) line, it should start at the level of the beginning of this heading on the first line. When continuing the heading of an appendix, it should start at the level of the designation of this appendix.

Page numbers where the headings of elements are located are indicated aligned vertically under the last line of each entry, one below the other. The word «page» or its abbreviation is not written. End the headings of elements with a period after the page numbers.

For formatting examples, refer to the «Table of Contents» of these guidelines.

### *5.2.3 List of Symbols and Abbreviations*

If conditional symbols, abbreviations, or specific terminology not covered by current standards are used in the document's text, they should be listed separately.

The list should be arranged in a column format where symbols, abbreviations, etc., are listed alphabetically on the left, and their detailed deciphering is provided on the right. The list should follow this sequence: abbreviations (including acronyms), conditional (letter) symbols, terms.

For letter symbols, the following order of listing is established: first by Ukrainian alphabet, then by Latin, and finally by Greek.

Regardless of whether a list is provided upon their first appearance in the text, symbols (abbreviations) should be accompanied by their deciphering.

#### 5.2.4 *Introduction*

The introduction should provide a concise characterization of the current state of the scientific (technical) problem or issue addressed in the work, emphasizing the relevance and novelty of the developed topic. Historical references, descriptions of previously published works, and generally known principles should not be included in the introduction. The introduction should not exceed three pages. The text of the introduction should not be divided into paragraphs. It should not contain figures, tables, etc.

#### 5.2.5 *List of References*

The List of References (LR) includes cited, mentioned, and used sources of information (SI). Information sources include: books, articles, regulatory and technical documents (RTD), reports on research work, dissertations, techno-economic norms and standards, price lists, abstracts, and reviews published as separate documents.

The LR includes SI referenced in the text (an example of references is provided below). Bibliographic descriptions of information sources in the LR are arranged in the order in which the sources are first mentioned in the text. The sequential numbers of the descriptions in the LR are the reference numbers to them.

*Example of formatting the List of References:*

### **LIST OF REFERENCES**

#### *Books*

1. Kotler P., Pfoertsch W. B2B brand management: Heidelberg: Springer, 2006. 374 p.
2. Gabrielova T., Lytvynenko S., Ivannikova V. Cargo Science and Logistics. Kyiv: Condor, 2020. 268 p.
3. Kolbin V. V. Decision Making and Programming: World Scientific, 2003. 757 p.

### *Book chapters with specific authors*

1. Yuan X.-M. Impact of Industry 4.0 on Inventory Systems and Optimization. *Industry 4.0 - Impact on Intelligent Logistics and Manufacturing*. IntechOpen, 2020. P. 27–38.
2. Heskes T., Kappen H. On-line learning processes in artificial neural networks. *Mathematical Approaches to Neural Networks*. Amsterdam : Elsevier, 1993. Vol. 51. P. 199–233.
3. Aro-Gordon S., Gupte J. Contemporary Inventory Management Techniques: A Conceptual Investigation. *International Conference on Operations Management and Research* : conference proceedings (Mysuru, India, January 21-22, 2016). Mysuru : SDMIMD, 2016 P. 21–22.

### *Journal articles*

1. Lander L. J., Parkin T. R. Counterexample to Euler’s conjecture on sums of like powers. *Bulletin of the American Mathematical Society*. 1966. Vol. 72. № 6. P. 1079–1080.
2. Fugate B., Sahin F., Mentzer J. T. Supply Chain Management Coordination Mechanisms. *Journal of Business Logistics*. 2006. Vol. 27. №. 2. P. 129–161.
3. Miranda, S. R. Preferred leadership styles by gender. *Journal of Management Development*. 2019. Vol. 38. № 7. P. 604–615. DOI: <https://doi.org/10.1108/JMD-01-2019-0034>.

### *Websites and internet resources*

1. Gwet K.L. Cohen’s Kappa paradoxes make sample size calculation impossible. *K. Gwet's Inter-Rater Reliability Blog*. 2021. URL: <https://inter-rater-reliability.blogspot.com/2021/08/cohens-kappa-paradoxes-make-sample-size.html> (accessed 15.10.2021).
2. Кодекс законів про працю України, №322-VII, від 12.10.1971, ред. від 14.08.2021. *Верховна Рада України*. URL: <https://zakon.rada.gov.ua/laws/main/322-08> (дата звернення: 30.06.2024)
3. *Operations Management* / edited by M. Schiraldi. IntechOpen, 2013. URL: <https://www.intechopen.com/books/3216> (accessed at: 30.06.2024).
4. Hofstede Insights. National Culture. URL: <https://www.hofstede-insights.com/models/national-culture/> (accessed at: 30.06.2024).

### 5.2.6 Appendices

Figures, tables, intermediate mathematical proofs and calculations, supplementary text, as well as documents issued as independent items, can be formatted as appendices.

Appendices are a continuation of the document and have sequential page numbering shared with the document. Each appendix starts on a new page. It is allowed to place two or more consecutively located appendices on one page if they can be fully accommodated on this page.

Appendices are sequentially designated by capital letters of the English alphabet, except for the letters I and O.

Letter designations are assigned alphabetically without repetition and, as a rule, without omissions. For example: APPENDIX A, APPENDIX B.

If all letters of both alphabets are used, appendices can be designated with letters and Arabic numerals. For example: APPENDIX A.1, APPENDIX A.2.

If there is only one appendix, it is also designated as APPENDIX A.

The word «APPENDIX \_\_\_\_» is centered in the text.

Each appendix must have a title placed under the word «APPENDIX \_\_\_\_» centered in the text and formatted in lowercase letters with an initial capital letter in bold font. There should be one blank line (21 pt.) between the word «APPENDIX\_\_\_\_» and the title.

The text of each appendix can be divided into sections, subsections, paragraphs, and subparagraphs as needed, numbered within the appendix. For example: A.3... (third section of appendix A).

Headings of sections, subsections, paragraphs, and subparagraphs in appendices are formatted according to general rules.

Illustrations, tables, and formulas are numbered within each appendix. If the appendix is divided into sections, the numbering of illustrations, tables, and formulas should also be within the appendix. If there is one table, figure, or formula in the appendix, they are also numbered.

*Examples:*

1. Figure A.1 – first figure of appendix A.
2. Table B.4 – fourth table of appendix B.
3. Formula (C.5) – fifth formula of appendix C.

When referencing figures, tables, and formulas in the text of appendices, it should be written as: «...in figure A.2» or «...in fig. A.2»; «...in table B.3» or «...in tab. B.3»; «...according to formula (C.4)». Lists, notes, and references in the text of appendices are formatted according to general rules.

Appendices can include copies of independent documents that do not differ from the original. In this case, a sheet with the word «APPENDIX \_\_\_» and its title centered should be placed before the copy. Pages of copies are numbered, continuing the sequential page numbering of the document.

All appendices must be referenced in the document text. Appendices are placed in the order of their reference. All appendices must be listed in the «Table of contents» with their headings.

### 5.3 Rules for Writing and Formatting Document Text

The main body of the document text, depending on its content, is divided into chapters and, if necessary, into subchapters. Chapters and subchapters are divided into paragraphs; paragraphs, if necessary, into subparagraphs. Paragraphs and subparagraphs may contain lists. The structure of the text is shown in Figure 5.1.

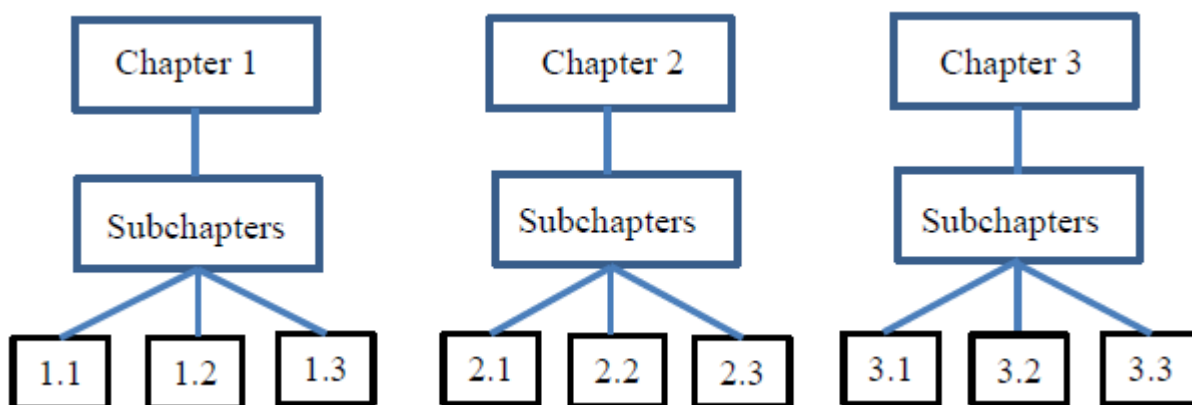


Figure 5.1 – Structure scheme of the text in the explanatory note of the diploma thesis

Chapters, subchapters, paragraphs, and subparagraphs must have sequential numbers. The number is recorded from the paragraph in Arabic numerals. A period is not placed at the end of the number.



Chapters should be numbered within the entire document (1, 2, 3, etc.). Subchapters within a chapter (1.1, 1.2, etc.); paragraphs within a chapter (1.1, 1.2, etc.) or subchapter (1.1.1, 1.1.2, 1.1.3, etc.); subparagraphs within a paragraph (1.1.1.1, 1.1.1.2, 1.1.1.3, etc.). If a chapter or subchapter consists of a single paragraph, or a paragraph consists of a single subparagraph, they are not numbered.

Lists in the text are marked in one of the following ways:

- ✓ Arabic numerals with a bracket.
- ✓ Small letters of the English alphabet with a bracket (except for the letters o and i).
- ✓ A dash.

After the word preceding the lists, a colon is placed. The text of the lists, together with the designation, starts with a paragraph and is written in lowercase letters, ending with a semicolon (except for the last item, which ends with a period).

Chapters and subchapters must have headings. Paragraphs and subparagraphs may also have headings if necessary. A period is not placed at the end of the heading. If the heading consists of two sentences, they are separated by a period. Word breaks in headings are prohibited.

If at least one subchapter (paragraph) within a chapter (subchapter) has a heading, then all other subchapters (paragraphs) must have headings.

Chapter headings are written in capital letters in bold font and are centered. It is allowed to place chapter headings from the paragraph.

Subchapter, paragraph, and subparagraph headings are written in lowercase letters with the first letter capitalized in bold font and placed from the paragraph.

One blank line (21 pt.) must be left between the chapter heading and the subchapter heading or the subsequent text.

The interval between the subchapter heading and the paragraph heading, as well as between the subchapter (paragraph, subparagraph) heading and the subsequent text, should be the same as in the text.

One blank line (21 pt.) must be left between the preceding text and the chapter or subchapter heading.

The interval between the preceding text and the paragraph (subparagraph) heading should be the same as in the text.

Each chapter of the document is recommended to start on a new sheet (page). It is not allowed to place the heading of a chapter, subchapter, paragraph, or subparagraph at the bottom of the page if only one line of text fits after it.

## 5.4 Text Elements

The elements of the text include: formulas and equations; tables; illustrations; abbreviations; numbers and signs; units of physical quantities; examples; notes; references.

### 5.4.1 Formulas and Equations

Formulas are arranged either within the text or as separate lines. Simple formulas are placed within the text, while the main formulas used in calculations and research are placed on separate lines. Only one formula is allowed per line. Formulas are centered within the text; one blank line is left above and below each formula. The intervals between consecutive formulas should be the same as in the text.

Carrying a formula over to the next line is allowed only at operation signs, with the signs repeated at the beginning of the next line. When breaking a formula at a multiplication sign, use the sign ( $\times$ ). Avoid breaking formulas at the division sign ( $\div$ ). Consecutive formulas are separated by a comma. A period is placed at the end of a formula if it concludes a sentence.

Symbols in the formulas must conform to established standards.

Explanations of the symbols and numerical coefficients, if not previously explained in the text, should be provided immediately below the formula, starting a new line with the word «where» without a colon, in the order they appear in the formula; a comma is placed after the formula. The interval between the formula and the explanation, and between the explanation and the subsequent text, should be the same as in the text.

If it is necessary to provide a numerical value for a quantity, it is written after the explanation.

*Example:*

$$E = m \cdot c^2, \tag{5.1}$$

where  $E$  is the energy of the object, J;

$m$  is the mass of the object, kg;

$c$  is the speed of light in a vacuum, equal to 299792458 m/c.

The notation of units of physical quantities next to the formula expressing the relationship between quantities in letter form is not allowed:

**correct:**  $E = m \cdot c^2$       **incorrect:**  $E = m \cdot c^2, J$ .

Formulas can be numbered. Only the main calculation formulas and those that need to be referenced should be numbered. The numbering of formulas should be within the section. The formula number is printed in parentheses to the right of the formula at the end of the line (see the example above).

#### 5.4.2 Tables

For convenience in presenting and reading the text, numerical and other data are recommended to be formatted as tables. All tables must be referenced in the text. Tables should be numbered within the section. The number is written after the word «Table»; it is placed above the table on the left side with a paragraph indent. A table may have a title that should reflect the content of the table and be concise. The title is written after the number, separated by a dash, in lowercase letters with the first letter capitalized. If necessary, a row for numbering columns with Arabic numerals can be placed under the table's heading.

One blank line is recommended above and below the table.

Depending on its size, a table can be placed: after the text in which it is mentioned; on a separate next page; in an appendix. It is permissible to place the table along the long side of the sheet.

If the rows or columns of a table extend beyond the page format, the table is divided into parts, placing one part below the other, or transferred to the next page. In each part, its heading and side caption are repeated or replaced with a row of column numbers listed in the first part of the table. In this case, the word «Table», its number, and title are placed only above the first part of the table, and above the other parts on the left side, indented: «Continuation of Table \_\_», and above the last part: «End of Table \_\_».

As an example, see Table 4.1 of these methodological guidelines.

#### 5.4.3 Illustrations

To clarify the text, it is permitted to illustrate it with diagrams, schemes, drawings, photographs, etc. Illustrations included in the text must have the caption «Figure» (the word «Figure» should be written in full). All figures must be referenced in the text.

A figure should generally be placed after its first mention in the text. It should be centered within the text. One blank line is recommended above and below the figure. If there are multiple figures in a section, they may be placed in numerical order at the end of the section or included as appendices.

If a figure spans multiple pages, the first page should include the label «Figure \_\_\_» and its title (if any), with subsequent pages labeled «Figure \_\_\_, sheet \_\_\_». The caption text should be placed on the page where necessary.

As an example, see Figures 4.1 and 5.1 of these methodological guidelines.

#### 5.4.4 *References*

References in the document may include:

- to this document;
- to standards, technical specifications, and other documents.

When referring to a chapter, subchapter, point, subpoint, or list within this document, write: «.. in chapter 3 ..»; «.. according to 3.1 ..»; «.. in accordance with 4.2.2 ..»; «.. as indicated in list 2) 4.1.4...».

References to tables, illustrations, formulas, and appendices within this document are presented as follows:

- «.. as shown in table 2.4» or «.. as shown in tabl. 2.4»;
- «.. presented in table 6.1" or «.. presented in tabl. 6.1»;
- «.. according to figure 3.2» or «.. according to fig. 3.2»;
- «.. shown in figure 3.4» or «.. shown in fig. 3.4»;
- «.. in formulas (2.1) – (2.4)» or «.. as seen from formulas (2.1) – (2.4)»;
- «.. presented in appendix A» or «.. presented in app. A».

For repeated references, write:

- «.. see table 6.1» or «.. see tabl. 6.1»;
- «.. see figure 2.4» or «.. see fig. 2.4»;
- «.. see formula (2.1)» or «.. see formula (2.1)».

References to sources of information in this document are marked in the text with sequential numbers in square brackets in the following manner:

- «.. in works [3], [4] ...»;
- «.. [8], [9], [15] – [19] ...»;
- «.. [7, table 34, p. 98] ...»;
- «.. [5, p. 18] ...».

Assign sequential numbers to sources in the order they are first mentioned in the text. When referring again to the same source, repeat its number.

## **6 PROCEDURE FOR MASTER'S THESIS DEFENSE**

The defense of master's theses is conducted before the State Examination Commission, the composition of which is approved by the university rector. A schedule for defense is developed at the department, which students must adhere to. To ensure timely completion of all necessary documents and preparation for defense, graphical materials must be finalized. It is necessary to complete writing the master's thesis and submit it to the department according to the established calendar schedule. Students eligible for defense are those who have successfully and fully completed the curriculum.

The master's thesis is submitted to the supervisor for review within the deadlines specified in the master's thesis assignment. The supervisor provides feedback on the master's thesis, evaluating its relevance, the application of theoretical knowledge acquired during the study process, preparation for scientific research, ability to independently solve scientific and practical tasks, logical, coherent, and reasoned presentation of material, and drawing conclusions. The supervisor also assesses the prospects of the proposed recommendations and conclusions, and identifies any shortcomings if present (see example in Appendix G).

The student must submit the printed version of the thesis to the department for compliance with the standards of document control. The printed copy of the thesis must be bound. Document control is carried out to ensure the presence of signatures of the student and the academic supervisor on the respective title pages of the thesis and the assignment. No signatures or stamps are placed on the main text of the explanatory note. A separate envelope should contain a review of the thesis (with signatures and, if available, the stamp of the enterprise – see Appendix H), as well as, if available, a certificate of feasibility or an implementation report of the proposed measures (with the signature and stamp of the enterprise on whose materials the work was performed), photocopies of articles (conference abstracts), etc.

Faculty members responsible for document control verify the submitted thesis for compliance with formatting requirements and adherence to standards. If the thesis does not meet these requirements, it is returned for revision and correction of deficiencies. After passing document control, the bound master's theses with an envelope attached to the cover containing the review and other materials mentioned

above are submitted for signature to the head of the department of entrepreneurship, trade, and logistics.

If the thesis meets the established requirements, the head of the department signs it and allows the student to proceed to defense. If the thesis has deficiencies that prevent the student from defending it, this matter is discussed at a department meeting in the presence of the student and the supervisor. The defense duration for one student should not exceed 20 minutes.

Before defending the thesis, the student must prepare a presentation lasting 5–7 minutes and a PowerPoint presentation (approximately 10 slides) for the State Examination Commission (SEC) members, with 4 copies of handout materials of the presentation. The presentation typically contains a concise summary of the master's thesis content. During the presentation, the student should refer to the graphical part of their work to provide a more comprehensive overview of the research conducted and the results obtained.

#### *Structure of the Presentation*

- The first slide of the presentation highlights the thesis topic, the student's full name, the supervisor's full name, title, and position of the thesis supervisor.
- The second slide presents the structural and logical scheme of the master's thesis.
- Subsequent slides sequentially unfold the master's thesis, predominantly using tables, figures, and formulas with minimal text. The main focus in preparing the presentation is on the materials of the project (third) chapter and the justification of the proposed recommendations.

After the presentation, the chairperson and members of the SEC, along with other attendees, ask the student questions to which clear and qualified answers must be provided. The defense of the master's thesis is assessed based on the content of the thesis, the student's presentation, and their responses to the commission's questions. The decision on the results of the defense of the master's thesis is made by a majority vote at a closed meeting of the SEC members.

## **7 CRITERIA FOR EVALUATING MASTER'S THESIS PROJECTS**

The assessment of a master's thesis project, which determines the level of preparation of a student obtaining a master's degree, is conducted by members of the State Examination Commission (SEC) based on established rules, principles, criteria, assessment systems, and grading scales using diagnostic forms and methods. The object of evaluation includes the totality of knowledge, skills, and competencies acquired and demonstrated during the execution and defense of the master's thesis.

The master's thesis project, as an evaluation tool, should demonstrate the student's ability to:

1. Work with informational sources (legislative and regulatory documents, scientific literature, including foreign-language publications, internet materials, statistical and financial reports, etc.).
2. Present material logically and persuasively.
3. Utilize statistical and mathematical methods for analyzing the researched problem.
4. Apply modern scientific methods for conducting empirical research.
5. Apply acquired skills to develop proposals and justify recommendations related to the research subject.
6. Summarize results and formulate conclusions regarding the conducted research.

Criteria for evaluating the master's thesis project include:

- ✓ Clarity, completeness, and consistency in presenting each item of the plan and the overall theme of the thesis.
- ✓ Scientific style of presentation.
- ✓ Absence of spelling and grammatical errors.
- ✓ Correct formatting of the thesis according to state standards (significant deviations from established requirements may lead to disqualification from defense or significantly impact the overall grade).

When evaluating the master’s thesis project, the commission considers scientific novelty, quality of scientific research, practical significance, compliance with formatting requirements, and the ability to defend formulated positions and conclusions during the SEC meeting.

The level of a master’s degree student’s preparation during the defense of the master’s thesis project is assessed according to evaluation systems (tabl. 7.1):

- European Credit Transfer and Accumulation System (ECTS) scale («A», «B», «C», «D», «E», «FX», «F»).
- National scale («excellent», «good», «satisfactory», «unsatisfactory»).
- University grading system (100-point scale).
- Comprehensive evaluation system (combination of ECTS, national system, and/or university grading system).

Table 7.1 – Evaluation scale: national and ECTS

100-point	ECTS	Explanation
90 – 100	A	excellent
82 – 89	B	good
75 – 81	C	
64 – 74	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory with the possibility of repeated defense
0 – 34	F	unsatisfactory with mandatory rewriting of the thesis



## LIST OF REFERENCES

1. Система стандартів з організації навчального процесу. Дипломні проекти та дипломні роботи. Загальні вимоги до виконання: СТЗВО-ХПІ-2.01-2021 – [Чинний від Чинний від 09.12.2021]. – Харків : НТУ «ХПІ». – 2021. – 36 с. – (Стандарт закладу вищої освіти). URL: <https://blogs.kpi.kharkov.ua/v2/metodotdel/wp-content/uploads/sites/28/2022/12/STZVO-HPI-2.01-2021-SSONP.-Diplomni-proekti-ta-diplomni-roboti.-Zagalni-vimogi-do-vikonannya-zi-zminami.pdf>
2. Система стандартів з організації навчального процесу. Текстові документи у сфері навчального процесу. Загальні вимоги до виконання: СТЗВО-ХПІ-3.01-2021 – [Чинний від 09.12.2021]. – Харків : НТУ «ХПІ». – 2018. – 52 с. – (Стандарт закладу вищої освіти). URL: <https://blogs.kpi.kharkov.ua/v2/metodotdel/wp-content/uploads/sites/28/2022/12/STZVO-HPI-3.01-2021-SSONP.-Tekstovi-dokumenti-u-sferi-navchalnogo-protsesu.-Zagalni-vimogi-do-vikonannya-zi-zminami.pdf>
3. Система стандартів з організації навчального процесу. Нормоконтроль документів у сфері навчального процесу. Порядок організації та проведення: СТВУЗ-ХПІ-1.03-2007 ССОНП – [Чинний від 26.06.2007]. – Харків : НТУ «ХПІ». – 2007. – 15 с. – (Стандарт закладу вищої освіти). URL: <https://blogs.kpi.kharkov.ua/v2/metodotdel/wp-content/uploads/sites/28/2019/10/STVUZ-HPI-1.03-2007-SSONP.-Normokontrol-dokumentiv-u-sferi-navchalnogo-protsesu.-Poryadok-organizatsiyi-ta-provedennya.pdf>
4. Методичні вказівки до виконання магістерського дипломного проекту : для студентів спеціальності 076 «Підприємництво та торгівля» другого (магістерського) рівня усіх форм навчання / уклад. Мащенко М. А., Сергієнко О. А., Шапран Є. М., Соснов І. І. – Харків : НТУ «ХПІ», 2024. – 45 с.

## **APPENDIX A**

### **Basic topics for master's thesis projects**

1. Management of innovative activities of an enterprise under risk conditions.
2. Management of the investment attractiveness of an enterprise.
3. Change management in the process of entrepreneurial activities.
4. Management of the economic and social efficiency of entrepreneurial activities.
5. Designing a new business based on venture capital.
6. Formation of a franchising system in entrepreneurial activities.
7. Formation of strategic partnerships as a means of achieving competitive advantages.
8. Cooperation of business entities to increase their development efficiency.
9. Risk management of an innovative project for the development of entrepreneurial activities.
10. Management of currency risks in the process of entrepreneurial activities.
11. Enterprise value management to enhance its competitiveness.
12. Management of the competitiveness of an enterprise and ways to improve it.
13. Ensuring the sustainability of entrepreneurial activities in the modern economy.
14. Management of the efficiency of foreign economic activities of an enterprise.
15. Management of the quality of production processes in entrepreneurial activities.
16. Information technologies in the management of entrepreneurial activities.
17. Implementation of modern logistics methods in entrepreneurial

activities.

18. Formation of a controlling system at an enterprise and economic justification of its effectiveness.

19. Implementation of a KPI (Key Performance Indicators) system at an enterprise.

20. Implementation of a logistics approach in entrepreneurial activities.

21. Management of material and technical support for entrepreneurial activities in an unstable market.

22. Management of an enterprise's resource potential under modern conditions.

23. Development of a social responsibility program.

24. Application of outsourcing in entrepreneurial activities.

25. Development of a reorganization program for an existing business.

26. Implementation of HR policy tools in the development of entrepreneurial activities.

27. Management of the motivation system for small business personnel.

28. Management of labor productivity in a small business unit.

29. Management of corporate culture in entrepreneurial activities.

30. Management of the competitiveness of entrepreneurial activities.

## APPENDIX B

### Title page of the thesis project

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ  
«ХАРКІВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ»

Інститут \_\_\_\_\_

Кафедра \_\_\_\_\_

Спеціальність \_\_\_\_\_

Освітня програма \_\_\_\_\_

До захисту допускаю  
Завідувач (ка) кафедри

\_\_\_\_\_

(ім'я та прізвище)

\_\_\_\_\_

(підпис, дата)

### ДИПЛОМНИЙ ПРОЄКТ

\_\_\_\_\_ другого (магістерського) рівня вищої освіти

Тема роботи \_\_\_\_\_

Шифр роботи \_\_\_\_\_

(група, номер теми за наказом)

Виконавець (иця) \_\_\_\_\_

(прізвище, ім'я, по-батькові)

Керівник (ця) \_\_\_\_\_

(посада, прізвище, ім'я, по-батькові)

Харків 20\_\_



## APPENDIX D

### Thesis assignment

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ  
«ХАРКІВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ»

Інститут \_\_\_\_\_

Кафедра \_\_\_\_\_

Рівень вищої освіти \_другий (магістерський)\_

Спеціальність \_\_\_\_\_

Освітня програма \_\_\_\_\_

### ЗАТВЕРДЖУЮ

Завідувач (ка) кафедри \_\_\_\_\_

(підпис)

\_\_\_\_\_

(ім'я та прізвище)

«\_\_\_» \_\_\_\_\_ 20\_\_ року

### ЗАВДАННЯ

### НА ДИПЛОМНИЙ ПРОЄКТ СТУДЕНТУ (ЦІ)

\_\_\_\_\_

(прізвище, ім'я, по батькові)

1 Тема роботи \_\_\_\_\_

Керівник (иця) проєкту \_\_\_\_\_

(прізвище, ім'я, по батькові, науковий ступінь, вчене звання)

затверджена наказом закладу вищої освіти від «\_\_\_» \_\_\_\_\_ 20\_\_ року №\_\_

2 Термін подання студентом (кою) проєкту \_\_\_\_\_

3 Вихідні дані до проєкту \_\_\_\_\_

4 Перелік питань, які потрібно розробити у пояснювальній записці

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5 Перелік графічного матеріалу (з точним зазначенням обов'язкових кресленників) \_\_\_\_\_

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6 Консультанти розділів проекту

Розділ	Прізвище, ініціали та посада консультанта	Підпис, дата	
		завдання видав	завдання прийняв

7 Дата видачі завдання \_\_\_\_\_

**КАЛЕНДАРНИЙ ПЛАН**

Номер етапу	Назва етапів дипломного проекту	Строк виконання етапів роботи	Примітка

Студент (ка) \_\_\_\_\_  
(підпис) (прізвище та ініціали)

Керівник (ця) проекту \_\_\_\_\_  
(підпис) (прізвище та ініціали)

## APPENDIX E

### Title page of the explanatory note for the thesis project

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ  
«ХАРКІВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ»

Інститут \_\_\_\_\_

Кафедра \_\_\_\_\_

Спеціальність \_\_\_\_\_

Освітня програма \_\_\_\_\_

### ПОЯСНЮВАЛЬНА ЗАПИСКА

#### до дипломного проєкту

\_\_\_\_\_ другого (магістерського) \_\_\_\_\_ рівня вищої освіти

на тему \_\_\_\_\_

\_\_\_\_\_

Виконав студент (ка) \_\_\_\_\_ курсу, групи \_\_\_\_\_

\_\_\_\_\_ (підпис, прізвище та ініціали)

Керівник (ця) \_\_\_\_\_

\_\_\_\_\_ (підпис, прізвище та ініціали)

Рецензент (ка) \_\_\_\_\_

\_\_\_\_\_ (підпис, прізвище та ініціали)

Нормоконтроль \_\_\_\_\_

\_\_\_\_\_ (підпис, прізвище та ініціали)

Харків 20\_\_



## **APPENDIX F**

### **Sample abstract for the thesis project**

#### **ABSTRACT**

Explanatory note for the TP: 94 pages, 3 chapters, 21 figures, 12 tables, 83 sources

*Keywords:* MARKETING, INTERNET MARKETING, STRATEGY, MANAGEMENT, SALES, FORECASTING METHODS, ADVERTISING CAMPAIGN EFFICIENCY

The research object of this work is the marketing activities of companies regarding sales management.

The purpose of the study is to find ways to improve the sales management strategy of the company based on methods of economic analysis and forecasting, which would enhance the quality of decision-making regarding the formation of the company's sales management strategy, particularly in the Internet network.

The thesis examines the theoretical foundations of forming a company's sales management strategy; identifies the features of product promotion strategy in the Internet network; discusses the specifics of using ABC/XYZ analysis for company sales management; methods for evaluating Internet advertising campaigns; and methods for sales forecasting and planning. Using the selected methods, an assessment of the effectiveness of Internet advertising campaigns and forecasting of post-effect from marketing activities has been conducted.

The research results can be implemented in the activities of enterprises in various industries for the formation and substantiation of sales management strategies.

## APPENDIX G

### Supervisor's review (example)

NATIONAL TECHNICAL UNIVERSITY  
«KHARKIV POLYTECHNIC INSTITUTE»

Department of \_\_\_\_\_

### SUPERVISOR'S REVIEW

for the thesis work of the student of the group \_\_\_\_\_

performed on the topic: \_\_\_\_\_

1. Relevance of the topic of the work

2. Scientific novelty (or elements of novelty) \_\_\_\_\_

3. Content evaluation

4. Positive aspects of the work \_\_\_\_\_

5. Remarks \_\_\_\_\_

6. Recommendations for the implementation of results \_\_\_\_\_

7. Recommended grade: \_\_\_\_\_

8. Additional information for the State Examination Commission \_\_\_\_\_

Supervisor

(academic degree, position) \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name and SURNAME

## APPENDIX H

### External review (example)

#### REVIEW

for the thesis project of the 2nd-year master's student  
of the specialty 076 «Entrepreneurship and Trade», NTU «KhPI»  
Ivanenko Ivan Ivanovich  
on the topic: «Creating an Entrepreneurship Development Program»

The topic of the thesis project is relevant because it highlights the main advantages and disadvantages of the entrepreneurial activity of LLC «VINSKE», which are thoroughly characterized in the work. The content of the thesis allows us to conclude that Ivanenko I.I. has deeply studied the topic and is well-versed in it.

The topic is fully covered, with the application of new research methods and analysis tools, indicating a high level of student preparation. The material is presented sequentially, concisely, and is accompanied by the necessary illustrative material using visual methods and has a logical conclusion. The obtained results and proposed measures for the creating the entrepreneurship development program are noteworthy and will be submitted for review and approval by the management.

Overall, the master's thesis project is fully completed and meets the established requirements, deserving a grade of «excellent», and its author deserves the qualification of a master of the specialty 076 «Entrepreneurship and Trade».

Reviewer:

Director of LLC «VINSKE»

Oleksandr AKSYONOV

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