

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

METHODOLOGICAL GUIDELINES
for the preparation and defense of the qualification work

SUMY – 2025

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY**

**Faculty of Economics and Management
Management Department named after Professor L.I. Mykhailova**

METHODOLOGICAL GUIDELINES

**for the preparation and defense of the qualification work by
degree-seeking students of the first (bachelor's) level of higher
education in the specialty 073/D3 "Management", educational
program "Management" of all modes of study.**

SUMY – 2025

UDC: 658

M 61

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M 61 Methodological guidelines for the preparation and defense of the qualification work by degree-seeking students of the first (bachelor's) level of higher education in the specialty 073/D3 "Management", educational program "Management" of all modes of study/ Orekhova A.I., Stoyanets N.V., Mohylna L.M., Tkachenko V.V. Sumy, 2025. 39 p.

The methodological publication is aimed at for providing methodological assistance for degree-seeking students of the first (bachelor's) level of higher educational forms of study in the specialty 073/D3 "Management" of the educational program "Management" in the performance and defense of qualification works. Contains general recommendations, the subject matter of qualification works, requirements for their performance and content, as well as the procedure for their defense.

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Recommended for publication by the Educational and Methodological Council of the Faculty of Economics and Management. Protocol No. 4 dated "_22_" ___11___ 2025.

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1 GENERAL GUIDELINES

General requirements for writing and defending qualification papers for higher education applicants, as part of the Educational and Professional Programs of SNAU, were developed taking into account the Law of Ukraine "On Higher Education", the Resolution of the Cabinet of Ministers of Ukraine "On Approval of the National Qualifications Framework", the EP "Management" of the Faculty of Economics and Management of Sumy NAU, "Regulations on the Organization of the Educational Process at Sumy National Agrarian University", "Regulations on the Procedure for Checking Academic Texts for Uniqueness at Sumy National Agrarian University", "Regulations on Qualification Papers at Sumy National Agrarian University".

The qualification work is a presentation of the results of independent original research on a topical issue in the field of management, characterized by the complexity and uncertainty of conditions, using the theories and methods of economic science.

Bachelor's qualification work is a mandatory component of the educational program for bachelor's training in the specialty 073/D3 "Management" and is a practically-oriented task completed independently with the advisory support of a supervisor in the form of a written work.

The goal of the bachelor's qualification work is to develop in the applicant:

- the ability to critically reflect on theories, principles, methods and concepts in the field of professional activity;
- the ability to solve complex specialized tasks and practical problems in the field of professional activity or study,
- deepen cognitive and practical skills, craftsmanship and innovation.

Before writing a qualification paper higher education student should familiarize themselves with the basic requirements for its implementation:

Relevance of the topic– the topic of the qualification work for obtaining a higher education degree "Bachelor" must meet the modern needs of the development of the activities of business entities, and the issues revealed in the work must be important for

understanding the tasks of the activities of managers or administrators at different levels of management.

Sufficient theoretical level – the topic of the qualification work should be disclosed at the current level of development of science on the organization and management of the activities of business entities. Higher education student should present an understanding of the basic concepts and terms related to the issues of qualification work, include only objective facts and real practical examples in the content of the material, and its conclusions and provisions should be based on the provisions of known economic theories and mechanisms of management technologies.

Research nature – the qualification work should contain the results of one's own theoretical and applied research and indicate an in-depth study of special domestic and foreign literature, best practices on the chosen problem; summarize the systematization and analysis of various opinions and approaches, formulate one's own point of view on the problem under study; contain the results of a comparison of theoretical views of scientists and best practices of domestic and foreign companies, as well as substantiated conclusions and proposals.

Design literacy – the qualification work for obtaining the degree of higher education "Bachelor" must be written in the state language, in a scientific style, the presentation of the material is logical and reasoned. It must be designed in accordance with the requirements specified in the methodological guidelines of the SNAU and the Faculty of Economics and Management (Rules for the design of student works: methodological guidelines for teachers and students of full-time and part-time forms of study. SNAU. 2025.; General requirements for writing and defending qualification papers for higher education applicants: methodological guidelines for teachers and higher education applicants of full-time and part-time forms of study at the Faculty of Economics and Management 2nd ed. with changes and additions/ compiled by N.I. Strochenko, L.O. Rybina, S.M. Lukash. 2025. Sumy. SNAU. 40 p.). The qualification paper should be free of grammatical and stylistic errors; the rules of citation, formatting of references to literary sources and their list should be followed.

The work should not contain academic plagiarism, falsification and copying. It is

subject to verification for the presence of text borrowings in accordance with the procedure provided for by the Regulation on the procedure for checking academic and scientific texts for uniqueness at Sumy National Agrarian University. The results of the verification are reflected in the protocol and/or report on the results of the verification. A generalized report on the results of the verification is published on the official website of SNAU. The qualification work itself must be published in the university's electronic repository.

As a result of writing a qualification paper, a higher education applicant must be able to demonstrate the following learning outcomes:

Table 1 – Programmatic results of studies

№	Program learning outcomes	Code
1	Demonstrate problems for identifying problems and substantiation of managerial decisions.	PRS 4
2	Describe the content of functional areas of organization.	PRS 5
3	To identify search skills, collecting and analyzing information, calculation of indicators for substantiation of managerial decisions.	PRS 6
4	To identify organizational design skills.	PRS 7
5	Apply management methods to ensure the effectiveness of the organization	PRS 8
6	Communicate in oral and written forms by public and foreign languages.	PRS 13
7	Demonstrate the ability to act socially responsibly and publicly deliberately on the basis of ethical reasons (motives), respect for diversity and intercultural.	PRS 15
8	Demonstrate self-work skills, flexible thinking, openness to new knowledge, is critical and self-critical.	PRS 16
9	Perform research individually and / or in a group under the leadership of the leader.	PRS 17
10	Analyze indicators of development of management objects in the conditions of implementation of sustainable development programs.	PRS 18
11	Use modern information technologies in the management of resources and databases to substantiate management decisions regarding the choice of innovative technologies in agricultural enterprises.	PRS 19

2 ORGANIZATION OF THE QUALIFICATION RESEARCH

The main stages of preparation and execution of qualification work are:

- 1) selection and approval of the topic;
- 2) preparation and approval of the task for the qualification work and the schedule for its implementation;
- 3) conducting research; processing and presenting research results;
- 4) formative evaluation of the work by the supervisor with recommendations to the applicant and preparation of feedback;
- 5) submission of work for verification of authenticity;
- 6) internal review of the work;
- 7) preliminary defense of the work at the graduation department;
- 8) defense of the qualification work at the meeting of the Examination commission (EC).

The scientific supervision of the qualification work for obtaining the Bachelor's degree is provided by a teacher from among the teaching staff of the Management Department named after Professor L.I. Mykhailova of the Faculty of Economics and Management.

Higher education student chooses the topic of the qualification study in accordance with the oriented topics developed by the Graduate Management Department named after Professor L.I. Mykhailova (Appendix A), taking into account the range of his professional interests, the specifics and direction of the enterprise on whose materials he performs the work higher education provider has the right to propose his/her own topic for the qualification work, but must justify to the scientific supervisor the feasibility of its development. For higher education applicants, who have not chosen a topic within the established deadline, the scientific supervisor determines it independently. The formulation of the research topic must be clear, concise and specific. The fixing of the topic of the qualification work and the appointment of a scientific supervisor are approved by order of the rector of SNAU.

The guarantor of the educational program ensures the formation of a list of recommended topics for qualification works, its adjustment in accordance with modern challenges and trends in the development of the relevant field, the requirements of national and regional markets, the characteristics of the labor market, and the proposals of stakeholders. The guarantor of the educational program coordinates the topics of the works, their supervisors, as well as topics proposed by applicants independently.

Goal formulation. The research should be based on the topic of the qualification work, and the tasks specify the main goal and should be related to the names of the main sections.

Making a plan qualification work. The higher education applicant carries out after familiarizing himself with the content of scientific publications on the topic of research and based on the relevance for the object of research, after which he agrees it with the scientific leader. An example of the oriented content (plan) of the qualification work is presented in Appendix B.

Presentation of the material should be consistent, logical, not deviate from the topic, and successfully combine theory with factual material. Based on the analysis of reported data, personal experiences and generalizations, conclusions are formulated indicating the conducted research and existing shortcomings, and also substantiated proposals for improving the activities of the research object. Qualification work for obtaining the degree of higher education "Bachelor" is an independent result of scientific research higher education student. **It is strictly forbidden to copy copyrighted materials without citing them!**

The analysis must cover a certain time period (3-5 years). **The research period for the qualification work is at least 3 years! (Only under the conditions of the operation of the research object for a shorter period is it allowed to shorten the research period accordingly).**

Requirements for registration. The qualification work is printed on one side of a sheet of white A4 paper, Times New Roman font, font size 14, line spacing 1.5 intervals (up to 30 lines per page), top and bottom margins 20 mm, left 30 mm, and right 10 mm. The print font must be clear. The text density must be the same.

The data in the tables and the text in the graphs are formatted in Times New Roman, 12 pt. All textual information in tables, charts, and diagrams must be typed directly in the text editor, not inserted as images or screenshots. The use of Times New Roman ensures stylistic consistency and readability throughout the qualification work.

Applicants are required to maintain uniform formatting in all graphic materials – including table headings, column titles, numerical data, and text within diagrams. Using editable text allows supervisors and reviewers to make corrections easily and ensures that the work meets academic and publishing standards.

Charts, graphs, and tables that are inserted as images are not acceptable, as they cannot be edited or reformatted. All visual elements should be created using the built-in tools of Microsoft Word.

Tables are placed in the work immediately after the text where they are first mentioned, or on the next page. If tables occupy an entire sheet, the latter is numbered according to general rules. Each table must be referenced in the text of the work with an indication of its number. Tables are numbered consecutively with Arabic numerals, except for tables in the appendices. Tables are numbered within a section, and the table number consists of the section number and the sequential number of the table, separated by a period, for example, "Table 2.1" is the first table in the second section. Tables in each appendix are numbered separately. The appendix table number consists of the appendix designation and the sequential number of the table in the appendix, separated by a period. For example, "Table B.1 – " is the first table in Appendix B.

The title of the table should reflect its content, be specific and concise. The title of the table is printed in capital letters and placed above the table with a paragraph indent. There is no indent between the preceding text and the title of the table, and there is a one-line indent between the table and the following text.

All graphic materials in the work (diagrams, graphs, charts, drawings, photographs, maps, etc.) should have the same caption "Figure". Figures should be presented immediately after the text where they are first referred to, or as close as possible to it on the next page, and, if necessary, in the appendices to the report. The figure should be presented on one page of the sheet. If it occupies the entire sheet, the latter should be

numbered according to the general rules. It is advisable to present figures on A4 sheets in black and white. Figures larger than A4 format are counted as one page and placed in the appendices. Figures are numbered consecutively with Arabic numerals, except for figures in the appendices. It is permissible to number figures within each section. In this case, the figure number consists of the section number and the sequential number of the figure in that section, separated by a period, for example, "Figure 1.2" is the second figure in the first section. The title of the figure should reflect its content and be specific and concise. If necessary, explanatory data for the figure is provided immediately after the graphic material, before the figure title. The figure title is printed in capital letters and placed below it in the middle of the line, for example, "Figure 1.2 – Figure title", which means the second illustration presented in the first section of the work.

The figures in each appendix are numbered separately. The figure number in the appendix consists of the appendix designation and the sequential number of the figure in the appendix, separated by a period. For example, "Figure A.1 – ", i.e., the first figure in Appendix A.

To support your arguments in the work, you can use quotations, i.e., reproduce the text of another author (authors) in the amount of a sentence or more. Quotations must be complete, without arbitrary abridgement of the author's text and without distortion of the author's ideas. Each quotation reproduced in the work without changes, with minor changes, or translated from another source must be accompanied by a reference to that source, the bibliographic description of which is provided in accordance with the requirements of the current standard. Exceptions are allowed only for standard text clichés that have no authorship and/or are commonly used.

The qualification thesis is submitted to the academic supervisor for review within the established deadlines.

Submission for review qualification work is carried out higher education student within the specified period (no later than two weeks before the defense date). Reviewing of qualification works is carried out by scientific and pedagogical employees of other related departments of the Faculty of Economics and Management of the SNAU (if there is a scientific degree and relevance to the research topic).

3 STRUCTURE OF THE QUALIFICATION WORK

Qualification work for obtaining a higher education degree "Bachelor" has the following structural elements:

- title page;
- assignment for qualification work;
- summary (in Ukrainian and English);
- table of contents indicating the pages of the text of the work (1-2 pages);
- list of abbreviations and symbols (if necessary) (1 page);
- introduction (3 pages);
- section 1 Theoretical and methodological foundations of the research topic (8-10 pages);
- section 2 Research and analytical part (by object of study) (20-25 pages);
- section 3 Recommendation (15-20 pages);
- conclusions (2 pages);
- references;
- appendices (the volume and list are determined by the supervisor depending on the topic of the qualification work).

The total volume of the qualifying bachelor's thesis is 50-60 pages of the main text. A deviation of ± 5 pages is allowed. It should be noted that up to the main text of the work includes: introduction, main part of 3 sections, conclusions.

This volume does not include the title page, tasks and calendar plan, annotations, table of contents, list of abbreviations and symbols, list of sources used, and appendices.

4 REQUIREMENTS FOR THE CONTENT OF SECTIONS OF THE QUALIFICATION WORK

The recommended form of the title, tasks and calendar plan are drawn up according to Appendix C. We emphasize that the tasks and calendar plan are printed on one sheet on both sides.

Summary The qualification work must be completed in Ukrainian and English in a volume of 150-300 words. The abstract must introduce the content and results of the qualification work and are a generalized summary of its main content. The abstract of the qualification work must briefly present the main results of the research. The abstract also indicates: the applicant's last name and initials; topic of the qualification work; name of the educational program and specialty (code and name); name of the higher education institution; city, year. At the end of the abstract, keywords are given that correspond to the main content of the qualification work, reflect the topic of the research and/or implementation of innovations and allow for a thematic search for the work. The number of keywords is from five to ten. Keywords are given in the nominative case, printed on a line separated by commas.

Content qualification work contains the names of sections (subsections) and the pages on which they are located. Table of contents headings must exactly repeat the headings in the text. They cannot be shortened or given in a different edition, sequence, or subordination compared to the text.

Introduction – a very important part of the work, as it reveals the essence and state of the scientific problem under study, its significance, grounds and initial data for developing the topic. The introduction provides a general description of the qualification work in the following sequence:

- relevance of the topic (substantiation of the importance of the topic of the work, indication of the scientific, practical or social significance of the chosen topic);
- analysis of the state of scientific development of the problem (a brief overview of existing scientific approaches, views and sources, indicating the names of scientists (both domestic and foreign) and practitioners whose works contain the issues under

consideration at work; identification of scientific gaps or contradictions that require further research);

- *goal and objectives* The works must be clearly formulated and reflect the research topic. The purpose of the research is the planned result of the research, to which the research is aimed. The research objectives should not be global, such as those that claim to become the topics of separate scientific studies. The research objectives are formulated in the form of a list of actions: "to study..., analyze..., establish..., clarify..., substantiate... ", etc.;

- the object of research of the qualification work is a process or phenomenon that creates a problem situation and is selected for study;

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

- research methods – a way of acquiring reliable scientific knowledge, skills and practical abilities in various fields of activity. The given list of research methods used or achieving the goal set in the work should be closely related to the content of the work, that is, it should be briefly, but essentially, determined which problems were studied using a particular method;

- the practical significance of the results obtained should include the results of independently conducted research that can be implemented in the activities of enterprises, institutions, organizations, etc.;

- *testing of results* works – data on conferences at which the results of research on qualification work were published are provided;

- *publications* – the number of publications and the volume of printed sheets are indicated (the names of publications and the place of their publication do not need to be indicated in this paragraph);

- *structure and scope of work*. The number of sections of the work and the volume of its main text (introduction, main part, conclusions), the number of figures, tables, appendices, and literary sources used are indicated.

In the process of completing the qualification work, a higher education applicant must publish at least one thesis report based on the results of participation in a scientific and practical conference.

The main part of the qualification work consists of three sections, the content of which must correspond to the focus of the topic, be subordinate to the main goal and objectives, and be organically interconnected.

In the first theoretical and methodological section based on the results of a detailed analysis of literary sources and the legislative and regulatory framework, the current state of the problem under study is presented by domestic and foreign scientists, the directions and views of scientists are analyzed, the methodological approaches of the study and its features are summarized, and one's own point of view is argued.

In the second research and analytical section the analysis and disclosure of the content of the research question at the enterprise is carried out. The section presents the organizational and economic characteristics of the research object with generalizing financial and economic indicators of business results; the results of the analysis of various areas of the enterprise's activity; the state of the research problem at the enterprise and the influence of various factors on it, highlighting positive and negative aspects. It is necessary to indicate the economic and geographical location of the object, the size of production, the specifics of goods and services, organizational structure, economic indicators of production, efficiency of activity, as well as indicators that reflect the features of the research problem. The data used for analysis may include technical, economic, financial, administrative, and organizational documentation of the analyzed organization, as well as different types of information obtained from official statistical services.

In the third recommendation section proposals are made to improve the solution of the researched issue based on the object of practical research. These should be specific proposals for solving problematic issues in the future, which are stated in the research topic; justification of priority areas of activity and application of management technologies in modern conditions. This section should consist of 2 subsections.

To simplify the procedure for analyzing digital information, it should be presented in tables. All analytical calculations, tables, and graphs must be accompanied by titles, interpretations, and conclusions, and there must be references to the source of information for the calculations. **Examples of figure and table formatting are provided in the Appendix D. The data in the tables and the text in the graphs are formatted in Times New Roman, 12 pt. Schemes, figures, and tables must not be inserted as images; they should be created using a text editor.**

Conclusions contain a summary of the theoretical, methodological and practical significance of the results obtained, recommendations for the application of the results obtained in the practical activities of the research object.

References contains those sources that are referenced in the text and that are used to present specific scientific positions. List must contain at least 20 modern sources (mainly from the last 5 years), including at least three foreign sources, legislative and regulatory acts, domestic and foreign scientific and special literature, professional publications, information resources of the Internet. It can include no more than 5 textbooks or study guides. Bibliographic descriptions are given in alphabetical order of the surnames of the first authors (or titles) or in the order of appearance of references in the text and in accordance with the standard DSTU 8302:2015 "Information and documentation. Bibliographic reference" (https://kubg.edu.ua/images/stories/podii/2017/06_21_posylannia/dstu_8302.pdf). A sample list design is provided in Appendix F. For qualification works, it is mandatory to use and include in the list your own scientific works and the works of SNAU scientists. All sources are indicated in the language of the publication.

Appendices contain auxiliary or additional materials that overburden the text of the main part, but are necessary for its complete perception. In terms of form, it can be text, bulky tables, diagram, graph, map, website, etc. Each application must start on a new page. Appendices should be marked consecutively with capital letters of the alphabet (A, B, C ...etc.).

5 PROCEDURE FOR PROTECTION OF QUALIFICATION WORK

Allowed for protection higher education students who successfully, timely and fully completed the curriculum. Before the preliminary defense, the work must be checked for academic plagiarism using the Strikeplagiarism.com system. The procedure for checking the qualification work for borrowings from texts present in the university databases, databases of other higher educational institutions and on the Internet is set out in the Regulations "On the procedure for checking academic and scientific texts for uniqueness at Sumy National Agrarian University", approved by the Academic Council of Sumy NAU by protocol No. 22 dated 06.2025.

In accordance with this Regulation, the Expert Council of the Graduate Department makes a decision with justification on admission to defense of applicants whose qualification works have a level of text originality not lower than the recommended indicators:

- the work does not contain borrowings of more than 50% of the first coefficient (KP1);
- the work does not contain borrowings of more than 5% of the 2nd coefficient (KP2), from 5 to 10%, the justification is written by the Expert Council;
- all citations are correctly marked, displayed in the list of references – the citation coefficient is auxiliary;
- the work does not contain any manipulations with the alphabet, letter substitutions, hidden text, etc.

This rule must be brought to the attention of applicants.

Decision of the Expert Council is drawn up according to the established model in two copies: one copy is kept by the secretary of the Expert Council, the other is attached to the materials of the qualification work. The minutes of the meetings of the Expert Council are kept at the graduate department where it was created.

To prevent violations of academic integrity, the applicant, together with the assignment for the qualification work, must sign a declaration of academic integrity, which certifies his intentions to independently and honestly complete the work and

present the results of the research at a public defense, as well as that he is aware of the consequences that may arise in the event of his knowingly committing any violations of academic integrity, as defined by the Law of Ukraine "On Education" (appendix G).

The student conducts a preliminary defense of the qualification work at the graduation department. To conduct a preliminary defense, the applicant must submit to the department:

- qualification work in printed form, not bound in a hardcover;
- a short similarity report (result of checking the qualification work for signs of academic plagiarism);
- in case of a completed scientific component (copies of the text of abstracts of reports at a scientific conference)

The applicant must be prepared to briefly report on the main content of the qualification work.

Higher education applicants whose qualifying works were evaluated positively at the previous defense are admitted to the defense. The higher education applicant submits the qualifying work to the graduation department for standard control in accordance with the calendar schedule. To be admitted to the defense of the qualifying work, the higher education applicant must necessarily complete the scientific component.

The procedure for defending the final qualification work is carried out in accordance with the requirements of the "Regulations on the Organization of the Educational Process at SNAU", paragraph 3.5. Final certification. URL: https://drive.google.com/file/d/1aDYDSVklbKRnW_gt9TK03Qj5vDIRltW/view.

The main provisions of the qualification work must be visually presented using a personal computer, a presentation software editor and a multimedia projector, as well as illustrated with sets of handouts for each member of the examination committee. For the defense, the higher education applicant prepares a report in which he briefly and meaningfully reveals the key results of the research. Illustrative material can be submitted in the form of posters, handouts. In the case of using printed materials in A4 format, their number is usually 7–10 sheets. They are accompanied by a title page,

which indicates the title "ILLUSTRATIVE MATERIAL", as well as data according to the title page of the qualification work (research topic, practice base, performer and supervisor), and are bookleted at the rate of one set for each member of the certification commission.

The defense of the work begins with a report, which must disclose:

- relevance of the topic;
- object of research;
- the content of the research conducted;
- proposed measures and justification of their effectiveness, it should be

determined which developments (recommendations) are planned for implementation.

During the presentation, you should refer to illustrative material, briefly explaining its content. The presentation time should not exceed 7 minutes; it should be concise, specific. After the presentation, higher education student clearly and concisely answers questions from EC members.

An applicant who has defended a qualification work in accordance with the requirements of the educational and professional training program is assigned the appropriate educational and qualification level and qualification by decision of the examination committee, and is issued a state document on higher education (qualification).

After successful defense, qualification works must be posted in the electronic repository of Sumy NAU within two weeks.

6 CRITERIA FOR EVALUATING QUALIFICATION WORK

The author of the qualification work must demonstrate the ability to: present the material logically and with arguments; correctly use statistical, mathematical and other methods; conduct their own research; have generalization skills; formulate conclusions; work with information sources; initiate and justify innovative approaches and directions for solving the problem under study.; work with a manager, etc.

Qualification works are evaluated according to an interval evaluation scale, which establishes relationships between the defense rating indicator, the national evaluation scale, and the ECTS grading scale. In general, a qualitatively completed and defended qualification work is evaluated at a maximum of 100 points.

The procedure for converting the rating indicators of the normalized 100-point university assessment scale into the traditional 4-point scale and the European ECTS scale is given in Table 6.1.

Table 6.1 – Interval Rating Scale

Number of points	Scale rating	
	national	ECTS
90-100	perfectly	A
82-89	good	B
75-81	good	C
69-74	satisfactorily	D
60-68	satisfactorily	E
35-59	unsatisfactorily	FX
1-34	unsatisfactorily	F

The evaluation of the qualification work is carried out on a 100-point scale and is the sum of the points that the student receives for two components:

- 1) completion of qualifying work (maximum number of points – 70);
- 2) defense of the qualification work (maximum number of points – 30).

The evaluation is based on clear criteria. The results of the defense of qualification works are announced on the day of the defense.

The ECTS and national scale values correspond to the following knowledge, skills and abilities (table 6.2):

Table 6.2 – Criteria for evaluating qualification work

Component	Points		
1. Completion of qualifying work (0-70)			
Relevance, theoretical and practical significance of the work:	1-4		5
	partially justified		substantiated, the work contains elements of scientific novelty
Clarity of formulation of the object, subject, goal and objectives of the research	1-2		3-4
	not formulated correctly		not clearly formulated
Logical structure and its relevance to the topic of the work	0-1	2-3	4-5
	the content and structure do not correspond to the topic, the defined goal and the tasks set	the content and structure partially correspond to the topic, the defined goal and the tasks set	the content and structure correspond to the topic, the defined goal and the tasks set
Methodological apparatus of the study	0-1	2-4	5
	the work is not research-based and is based on incorrect use of research methods	the work is research in nature, but is based on the not always correct use of research methods	the work is of a research nature, based on the correct use of appropriate research methods
Analysis of scientific sources	0	1-3	4-5
	missing	superficial (analysis of the state of the problem was carried out based on educational literature and outdated sources)	deep and comprehensive (analysis of the state of the problem was carried out using the latest domestic and foreign sources)
Systematicity and completeness in revealing the topic	0-3	4-7	8-10
	The main issues regarding the research topic are not addressed; the work is based on unscientific assumptions.	Individual issues are not adequately covered, or the analysis of problematic issues is somewhat superficial; the subject of the study is significantly narrowed	all issues of the topic are covered, based on fundamental provisions
Style, literacy, logical presentation	1-2	3-4	5
	the work is written with a significant number of spelling, punctuation and stylistic errors	the work is written in scientific language with a small number of spelling, punctuation and stylistic errors	the work is written in competent scientific language without spelling, punctuation and stylistic errors
Quality of	1-2	3-7	8-10

qualification work	does not meet the established requirements	generally meets the established requirements, but several inaccuracies are allowed	fully complies with the established requirements		
Justification of the conclusions, their correspondence to the results obtained	1-3	4-7	8-10		
	the conclusions are not specific and are not based on the provisions of the work (do not follow from its content)	specific conclusions regarding the results of the study, however, they are not properly reasoned and clearly stated	the research results are clearly formulated, properly substantiated, have a scientific nature and practical significance		
The degree of independence of the author of the work, the author's personal contribution to the work	1-2	3-4	5		
	the work is of a compilation nature, there is no scientific polemic	The work is partly an independent study of the problem, contains independently selected factual material, however, the nature of the scientific discussion is fragmentary.	the work is an independent study of a current problem		
Collaboration with the scientific supervisor in the preparation of the work	1-2	3-4	5		
	the work was prepared without the approval of the scientific supervisor or submitted to the department in violation of the established deadlines	the work was completed and submitted to the department within the specified time frame, however, during its implementation, the applicant did not coordinate his actions with the scientific supervisor	At all stages of the work, the higher education applicant completed the tasks after agreeing them with the scientific supervisor; the work was submitted to the department on time in a form ready for defense		
2. Defense of the qualification work (0-30)					
Preparing a report and presentation	0-3	4-7	8-10		
	a presentation report was prepared with a large number of errors	prepared a report and presentation with a small number of errors	a structured presentation and a meaningful report have been prepared		
Answers to questions:	0-2	3-6	7-9	10-14	15-20
	unable to answer the questions asked, incapable of argument working position	tries to answer the questions posed and makes attempts to argue the position of the work	significant inaccuracies were made in the answers to the questions, the position of the work was not always properly justified	correct answers are given to all questions, but the argumentation is not always confident or is not always formulated correctly	correct and clear answers were given to all questions, and one's own position was properly argued

REFERENCES

1. Code of Academic Integrity of Sumy National Agrarian University/ Compiled by: Nataliya KOLODNENKO, Olena RIBINA, Nadiya BARANIK, Svitlana KOTELEVETS, Sumy: SNAU, 2024. 14 p. URL: <https://drive.google.com/file/d/142uwVZKHnDYNQJ6TKFxaaPcr7rT5qTN8/view> (accessed 10 September 2025).

2 Methodological recommendations for higher education institutions on supporting the principles of academic integrity. URL: <https://drive.google.com/file/d/1g4vP6EadsmxHitKLblgFUD6ojPbBCldk/view> (accessed 10 September 2025).

3 Regulations on the organization of the educational process at Sumy National Agrarian University. Decision of the Academic Council of Sumy NAU No. 1 dated 27.08. 2024. URL: https://drive.google.com/file/d/1aDYDSVklbKRnW_gt9TK03Qj5vDIRltW/view (accessed 10 September 2025).

4. Regulations on the procedure for checking academic and scientific texts for uniqueness at Sumy National Agrarian University. Decision of the Academic Council No. 22 dated 30.06.2025. URL: <https://drive.google.com/file/d/1TBRpjmNNvmlhbl8n1TTc7-yU8NpZNdS/view> (accessed 10 September 2025).

5. Regulations on qualification work at Sumy National Agrarian University. Decision of the Academic Council No. 19 of 02.05.2025. URL: https://drive.google.com/file/d/1airE3eGrg6hMrvfnsrk4fAwa_xGj91f/view (accessed 10 September 2025).

6. Rules for the design of student works: methodological guidelines for teachers and students of full-time and part-time education. Sumy: Sumy National Agrarian University, 2025. 47 p.

7 Rules for the design of student works: methodological guidelines for teachers and students of full-time and part-time forms of study at the Faculty of Economics and Management. 2nd edition. Sumy: Sumy National Agrarian University, 2025. 47 p. URL: <https://eim.snau.edu.ua/metodichna-robota/> (accessed 10 September 2025).

APPENDIX A

RECOMMENDED TOPICS OF QUALIFICATION WORKS

Table 1 – Approximate topics of qualification works

No.	Subject	Topic
1	Crisis management	Anti-crisis management of enterprise supply chains
2		Anti-crisis management in modern organizations (enterprises)
3		Risk management in organizations in modern conditions
4		Enterprise risk management
5		Development and implementation of an anti-crisis strategy for small businesses
6		Enterprise logistics risk management
7	Organization production management systems	Organization of enterprise management using the example of ...
8		Organization of a cost management system at the enterprise
9		Organization of small businesses in the field of agricultural processing
10		Organization cost management systems for storage and transportation of products
11		Organization of a logistics process management system at the enterprise
12		Organization of the enterprise's operational process management system
13		Organization of the production planning system
14		Organization of the production quality management system
15		Organization of the enterprise's logistics management system
16		Organization of a sales management system in organizations (enterprises)
17		Organization of the enterprise's repair and transport service management system
18		Farm management organization using the example of...
19		Organization of production management of the enterprise sector (crop growing, livestock breeding, processing)
20		Product competitiveness management at the enterprise
21	Formation of an effective operational management system at the enterprise	
22	Strategy and planning	Organizational design using the example of...
23		Strategic management system in enterprises (organizations)
24		Development and implementation of the company's investment strategy
25		Planning of production and economic activities of the enterprise
26		Planning and implementation of strategic development measures for the enterprise
27		Improving the personnel planning system
28		Improving the strategic decision-making process
29		Strategic management of the enterprise development process
30		Development of a strategy for the company's entry into the international market
31		Development of an environmentally-oriented enterprise development strategy
32		Logistics strategies in organizational management
33		Managing changes in business operations
34	Green management	Integrating sustainable development principles into the company's business processes
35		Integrating sustainable development principles into strategic planning
36		Management of innovation processes in the enterprise on the basis of sustainable development
37		Development of a corporate environmental responsibility system
38		Building relationships with employees based on social responsibility
39		Development of an environmental management system at the enterprise
40		Strategic management of enterprise ecosystems in the context of partnerships

41		Formation of a sustainable development strategy for an enterprise in the management system
42		Application of sustainable development principles in modern business conditions
43		Managing the organization's profits to ensure sustainable development.
44	Motivation and encouragement of personnel	Organization of a system of motivation and stimulation of personnel
45		Corporate culture and its impact on employee motivation and productivity
46		Motivational strategy of an organization in crisis conditions
47		Development of a system for motivating employees at the enterprise
48		Development of an effective employee incentive system at the enterprise
49		Motivation and stimulation of work at an enterprise (organization, institution)
50		Development of a program of financial incentives for enterprise employees
51		Development of an effective motivation system at the enterprise
52		Improving approaches to motivating personnel at the enterprise
53	Human resources management	Human resources policy of the company
54		Corporate culture in the management of a joint-stock company
55		Leadership in the personnel management system at the enterprise
56		System for developing models for assessing the qualities of an organization manager
57		Development of the enterprise's human resources potential
58		Development of personnel management culture
59		The role of leadership in shaping the organizational culture of an enterprise
60		Improving the employee adaptation system at the enterprise
61		Improving the coaching and mentoring system for staff
62		Managing the career growth of enterprise employees
63		Managing team interaction among company personnel
64		Managing communication processes in an organization
65		Managing the behavior of the company's team (team management)
66		Managing the development of the enterprise's labor potential
67		Developing time management skills among company employees
68		Formation of corporate culture in international companies
69		Formation of leadership competencies in an enterprise manager
70		Development of an effective corporate governance system
71	Conflict management	Organizational culture and its impact on the level of conflict in the team
72		Organization of the process of resolving conflict situations at the enterprise
73		Managing conflict situations in an organization (enterprise)
74	Management Psychology	Psychological burnout as a factor in increasing conflict in the team
75		Psychological burnout as a factor in reducing staff efficiency
76		Psychology of management in an enterprise (in an organization)
77		Psychology of personnel management in an enterprise (in an organization)
78		Socio-psychological methods in the management system of organizations
79	Modern approaches to the application of psychological tools in the organizational management system	
80	Innovation Management	Management of innovative development of the enterprise for example...
81		Innovative management of the enterprise and its impact on the formation of competitive advantages
82		Formation of an innovative environment in the enterprise
83		Introduction of innovative technologies in production management using the example of...
84		Managing the process of forming the innovative potential of an enterprise
85	Administrative management	Administrative methods and tools for managing an organization (enterprise)
86		Management technologies as a tool for substantiating administrative decisions

87		Management of processes to ensure the efficiency of the enterprise's management staff
88		Organization of document flow in an organization (enterprise)
89		The system of making and implementing management decisions at an enterprise (organization)
90		Formation of an effective system of delegation of authority in the organization.
91	Information support and digitalization of management	Using digital tools in product promotion
92		Using digital platforms in the human resources management system
93		Using digital tools in product promotion
94		Development of digital management in modern organizations
95		Transformation of management technologies at the enterprise in the context of digitalization of the economy
96		Digital technologies in management and their impact on the effectiveness of business communications
97		Technologies for preparing management information
98		Improving information support in organizational management
99		Digital transformation of the enterprise as a factor in increasing management efficiency.
100		Digital transformation of strategic management
101		Digital transformation of production process management
102		Digital technologies in enterprise personnel management
103		Digitalization of logistics management in the enterprise
104	Methods and models in various areas of management	Using outsourcing models in the enterprise management system
105		Development of remote work management models in a modern organization.
106		Enterprise brand management in competitive conditions
107		Formation of the company's image
108		International Business Communications Management
109		Organization of the management system for the enterprise's foreign economic activities
110		Organization of the enterprise's export management system
111		Managing the development of the export potential of an enterprise (organization)
112		Organization of a product promotion management system in organizations (enterprises)
113		Service quality management in the service sector as a factor of competitiveness.
114		Assessment and management of enterprise competitiveness.
115		Evaluation and management of the investment activities of an organization (enterprise)
116		Formation and management of the organization's quality management system.
117	Control	Development of a control system in the management of an organization (enterprise)
118		Formation of a system of indicators for monitoring the activities of an organization (enterprise)
119		System for monitoring performance indicators in the management of an organization (enterprise)

APPENDIX B

APPROXIMATE CONTENT (PLAN) OF THE QUALIFICATION WORK

APPROXIMATE CONTENT (PLAN) OF THE QUALIFICATION WORK ON THE TOPIC: "COST MANAGEMENT IN THE ENTERPRISE"

CONTENT

INTRODUCTION	7
SECTION 1 Theoretical and methodological foundations of cost management in an enterprise	10
SECTION 2 Assessment of the level of cost management at the enterprise	20
2.1 Organizational and economic characteristics enterprises	20
2.2 Factor analysis of product cost in the enterprise cost management system	26
2.3 Analysis of the state of cost management in the enterprise	31
SECTION 3 Ways to improve cost management in an enterprise	41
3.1 Justification of directions for improving the efficiency of the cost management system	41
3.2 Improving cost management through the implementation of digital technologies and controlling	50
CONCLUSIONS	60
REFERENCES	62
APPENDICES	64
Appendix A Appendix title	65

APPENDIX C

EXAMPLE OF THE FIRST PAGES OF THE QUALIFICATION WORK

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**SUMY NATIONAL AGRARIAN UNIVERSITY****FACULTY OF ECONOMICS AND MANAGEMENT****Management department named after L.I. Mykhailova****QUALIFICATION WORK****first (bachelor's) level of higher education****on the topic: Innovative management of the enterprise and its impact on the
formation of competitive advantages****Prepared by:****Pasevyn Anastasia Volodymyrivna**
higher education student
specialty 073 "Management"**Supervisor:****Mohylna Lyudmila Mykolayivna**
PhD in Economics, Associate Professor
Management department named after Professor L.I. Mykhailova**Reviewer:****Makarenko Nataliya Alekseevna**
Doctor of Economic Sciences, Professor
Department of Marketing and Logistics

Sumy – 202__

Faculty	<u>Economics and Management</u>
Department	<u>Management named after Professor L.I. Mykhailova</u>
Level of higher education	<u>Bachelor</u>
Specialty	<u>073/ D3 "Management"</u>
Educational and professional program	<u>"Management"</u>

APPROVED:
Head of department
Alvina OREKHOVA
" _____ " _____ 20__ p.

TASK

FOR QUALIFICATION WORK FOR HIGHER EDUCATION GRADUATES

Anastasia Volodymyrivna Pasovyn

1 Topic of the qualification work. "Innovative management of the enterprise and its impact on the formation of competitive advantages"

2 Practical research base: PFE "Urozhai" Romensky district, Sumy region

3 Supervisor of the qualification work. Mohylna Liudmyla, PhD in Economics, Associate Professor

4 Deadline for the applicant to submit the completed qualification work "___" _____ 20__ year

5 Initial data for qualification work.

primary and consolidated documents, statutory and constituent documents, financial and statistical reporting of the studied sole proprietor for the years 202 -202 , professional scientific articles and reports at international scientific and practical conferences on innovation management at the enterprise.

6 List of questions to be developed:

– define the definitions of "innovation", "innovation management", "innovation management of an enterprise";

– to study the methodology for assessing the effectiveness of innovation management;

– to carry out an organizational and economic characteristic of the PFE "Urozhai";

– analyze the state of innovation management of individual entrepreneurs;

– to manage the innovation processes of the PFE "Urozhai";

– to substantiate proposals for areas of improvement of innovation management at enterprises.

The task was accepted for execution by _____ Anastasia PASOVYN

Date of receipt of the task "___" _____ 202_

CALENDAR PLAN

№	Name of the stages of qualification work	Deadline for completion of stages	Note
1	Defining and approving the research topic, drawing up a plan and schedule for the completion of the qualification work		done
2	Selection and analysis of literary sources, legislative and regulatory framework		done
3	Generalization of theoretical material on the research topic and presentation of a draft version of the first section of the qualification work		done
4	Collection and processing of analytical material, generalization of the analysis of the application of the researched issue at the enterprise (pre-graduate practice)		done
5	Preparation of the theoretical part of the qualification work, generalization of the analytical part, defense of the report on pre-diploma practice		done
6	Development of directions for solving (improving) the problem under study		done
7	Completion of the recommendation part (program implementation) of the qualification work and submission of a preliminary version of the third section to the supervisor		done
8	Finalization of the second and third sections of the qualification work		done
9	Audit qualifying works on authenticity		done
10	Preparation of qualification work, and its submission for review and preliminary defense		done
11	Submission of the completed qualification work and documents to the department and dean's office		done
12.	Defense of the qualification work		done

Higher education student _____ Anastasia PASOVYN

Supervisor _____ Liudmyla MOHYLNA

SUMMARY

Last name, first name, patronymic applicant "Topic of the qualification work" Qualification work for obtaining the first (bachelor's) level of higher education in the educational program "_____", specialty _____, Sumy National Agrarian University, Sumy, 20__.

The qualification work investigated the theoretical and methodological foundations of the selected topic, as well as practical aspects of its implementation in modern economic and social conditions. The current state of the problem was analyzed, the main patterns and trends in the development of the relevant field of activity were identified. Special attention was paid to the analysis of modern scientific approaches and practical experience. The qualification work conducted a study of the effectiveness of existing mechanisms, identified their shortcomings and suggested ways to improve them, taking into account innovative technologies and modern requirements. Practical recommendations were developed to increase the efficiency and effectiveness of processes in the relevant industry. The results of the study can be used to improve the policy or management system at the enterprise level, or to introduce innovations into practical activities.

Keywords: research topic, theoretical (methodological) foundations, practical aspects, efficiency analysis, innovative approaches, recommendations (from 5 to 10 words)

Note 1: The length of the abstract is 150-300 words. Interval 1.0

Note 2: similar comment in Ukrainian

APPENDIX D

EXAMPLE OF FORMATTING TABLES AND FIGURES

Different sources contain a different number of characteristics of a service as a commodity, but it is generally accepted to distinguish four main characteristics (Figure 1.1). The figure shows not only the classification, but also the relationship between the features: the inseparability of the service from the source leads to its impermanence and non-preservation. All four characteristics of a service are discussed below.

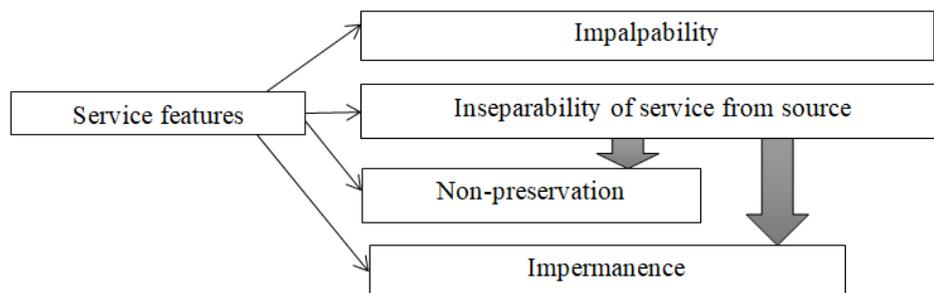


Figure 1.1 – Service features and their interconnection

Source: systematized by the author

Figure 1 – Example of figure design

The greatest uncertainty in DHL's business processes occurs when a parcel leaves the sorting facility. After this point, the courier is responsible for the timely delivery and safety of the parcel. For this reason, it seems logical to evaluate the efficiency of the courier service using the DEA method. If inefficient units are identified, the management can direct actions to improve the efficiency of each such organizational unit, thereby increasing the overall efficiency of the courier service (couriers act independently, i.e. there is no synergy effect), and then the entire logistics chain.

Table 2.2 – Data for the verbal formulation of the task (own source)

Strategic priorities	Measures	Influencing factors
Quality	High level of service Timely delivery Affordable price	Staff qualification Couriers workload Delivery costs
Reliability	Delivery under any conditions Shipment safety	Time available for delivery Delivery geography Efficiency of business processes External factors (weather)

Source: [5, p. 154]

Figure 2 – Example of table design

APPENDIX F

EXAMPLE OF A LIST OF REFERENCES

Sample descriptions of independent publications (monographs, textbooks, teaching aids, etc.)**1 author**

1 Dashutina L. Methodological aspects of development and analysis of the innovation strategy of enterprise development in the context of international integration processes. *Development of management in the conditions of international integration processes [collective monograph]*. Edited by NV Stoyanets. Warsaw: RS Global Sp. z OO, 2024. 265 p. DOI: <https://monographs.rsglobal.pl/index.php/rsgl/catalog/view/68/71/673-1> (accessed 20 September 2025).

2 Khromushyna L. Strategic management of business activity in the sector of IT in the conditions of sustainable development. *Sustainable development in the era of digital transformation: challenges and opportunities for management [collective monograph]*. Edited by NV Stoyanets. Warsaw: RS Global Sp. z OO, 2025. Pp. 26-41. URL: <https://doi.org/10.31435/rsglobal/062-3> (accessed 20 September 2025).

2 authors

1 Turchina K., Turchina Svitlana. The aspect of sustainability in affordable housing for community and economic development: critical overview. *Sustainable Development Policy: EU Countries Experience*. Edited by NV Stoyanets. Warsaw: RS Global Sp. z OO, 2022. Pp. 69-81. DOI: <https://doi.org/10.31435/rsglobal/049-4>.

3 authors

1 Dashutina L., Turchina S., Klymenko Ya. The main directions of strategic management of the enterprise in the conditions of sustainable development. *Science and education for sustainable development*. Edited by Aleksander Ostenda and Valentyna Smachylo. Series of monographs Faculty of Architecture, Civil Engineering and Applied Arts University of Technology, Katowice Monograph 50. Publishing House of University of Technology, Katowice, 2022. Pp. 96-104.

4 or more authors

1 Management of foreign economic activity: a textbook/ Mykhailova L. I., Dashutin L. O., Mohylna L. M. and others. Edited by Doctor of Economics, Prof. L. I. Mykhailova. Kyiv: Center for Educational Literature, 2019. 246 p.

Legislative and regulatory documents

1 Constitution of Ukraine: official text. Kyiv: KM, 2013. 96 p.

2 On Amendments to Certain Legislative Acts of Ukraine in Order to Increase the Capacity of the Healthcare System of Ukraine to Counteract the Spread of Coronavirus Disease (COVID-19): Law of Ukraine No. 587-IX of 07.05.2020. *Bulletin of the Verkhovna Rada of Ukraine*. 2020. 29 May. P. 19.

Sample abstract description

1 Stoyanets N. V. Management of sustainable development of the agricultural sector of the economy: author's abstract of the dissertation for the degree of Doctor of Economic Sciences: [special] 08.00.03 – Economics and management of the national economy/ Sumy State University, Sumy, 2019. 44 p.

Sample description of an electronic resource:

1 Dashutina L. O. Theoretical and methodological aspects of organizing an effective enterprise management system. *Management of the development of socio-economic systems: Proceedings of the VIII International Scientific and Practical Conference* (Kharkiv, March 21-22, 2024). Kharkiv: DBTU. Part 2. 2024. Pp. 368-372.

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3 Mohylna L. M., Kharchenko T. M., Kletsova N. V. Main aspects of managing the socio-economic development of enterprise personnel in conditions of sustainable development. *Economy and Society*. 2023. № 54. DOI: 10.32782/2524-0072/2023-54-55.

4 Mohylna L. M. Management and development of personnel using information technologies. *Digital economy and economic security*. 2023. № 7 (07). Pp. 104-110. URL: <http://dees.iei.od.ua/index.php/journal/article/view/202/188> (accessed 20 September 2025).

5 Stoyanets N., Tkachenko V. Responsible innovations as a significant factor in the formation of social responsibility of the enterprise. *Scientific works of the Interregional Academy of Personnel Management. Economic Sciences*. 2023. № 1 (68). Pp. 62-67. URL:<http://journals.maup.com.ua/index.php/economics/article/view/2574> (accessed 20 September 2025).

6 Turchina S., Azarov V. Methodological approaches to assessing the management of the processes of formation and development of intellectual capital at enterprises-subjects of international trade. *Scientific innovations and advanced technologies. Series "Management and Administration"*. 2025. No. 1(41) P. 306-317 DOI: [https://doi.org/10.52058/2786-5274-2025-1\(41\)](https://doi.org/10.52058/2786-5274-2025-1(41)).

APPENDIX G

DECLARATION OF ACADEMIC INTEGRITY**Declaration of academic integrity**

I, _____, student of academic group _____ Sumy National Agrarian University I undertake to adhere to the principles of academic integrity during the performance of the qualification work. I am informed that in the event of my violation of academic integrity during the performance of the qualification work, I will have to bear academic and/or other types of responsibility and disciplinary measures may be applied to me for violation of academic integrity and ethics of academic relations, including the cancellation of the qualification work with subsequent expulsion from the university.

I also realize that in the future, the procedure for depriving me of my higher education degree and corresponding qualification may be applied to me if a knowingly committed violation of academic integrity is not detected during the verification of the qualification work for the presence of text borrowings in accordance with the procedure established at the university using licensed software products.

Date

Signature

Appendix H

RECOMMENDED FORM OF SELF-ASSESSMENT OF QUALIFICATION WORK

Self-assessment of qualification work

Name: " _____ "

Author: _____

(surname, first name)

Specialty: _____

Educational and professional program _____

Criterion	Level			Comment
The literature review is built around the main problem, uses the most relevant modern research on the topic, and clearly reflects the connection between the tasks set in the work and previous research.	+	+	+	
Specific and accurate information about methods and data (quantity, temperature, duration, sequence, conditions, location, dimensions, etc.) is provided, methods are related to other studies.	+	+	+	
Specific results are presented with explanations and analysis, comparisons with the results of other studies are made, and a clear connection between the problem and the results obtained is shown.	+	+	+	
Suggestions for improvement are provided, supported by appropriate justifications (forecast, model, etc.)	+	+	+	
The conclusions provide a link to the most important aspects of the previous sections, a summary of key findings, demonstrate the connection between this work and existing research, focus on significant findings, indicate their possible applications, and present limitations that should be addressed in future research.	+	+	+	
The list of references is complete and sufficient to solve the research problems.	+	+	+	
The work is fully completed in accordance with the requirements	+	+	+	
The work does not contain typographical or grammatical errors.	+	+	+	

I confirm that the work was completed by me independently and does not contain academic plagiarism. In particular, my work does not contain any borrowing of texts, ideas or developments, research results of other authors without references to them, including literal translation from foreign languages or paraphrasing passed off as my own text, statements taken out of context, quotations without quotation marks, fabrication (fictional) data or falsification (fictional and modified to suit the desired conclusion) of research results.

Date

Signature

Appendix K

PROCEDURE FOR COMPLETING QUALIFICATION WORK

Procedure for completing qualification work

Title of the qualification work part	Features of numbering, counting in the total number of pages and binding
Title (Appendix C)	Not numbered, counted in the total number of pages, bound
Tasks and calendar plan (Appendix C)	Not numbered, counted in the total number of pages, bound
Summary in Ukrainian and English (Appendix C)	Not numbered, counted in the total number of pages, bound
List of conventional abbreviations (if any)	Not numbered, counted in the total number of pages, bound
Content (Appendix B)	Not numbered, counted in the total number of pages, bound
INTRODUCTION SECTION 1 SECTION 2 SECTION 3 CONCLUSIONS	Numbered (except for the first page of the introduction), counted in the total number of pages, bound
List of sources used (Appendix D)	Numbered, counted in the total number of pages, bound
Applications	Not numbered, not included in the total number of pages, bound
Copy of the abstract of the report	Not numbered, not included in the total number of pages, is the last page of the appendix, is bound
Submission to the Chairman of the Examination Committee regarding the defense of the qualification work	Not numbered, not included in the total number of pages, not bound
Review of the scientific supervisor	Not numbered, not included in the total number of pages, not bound
Review	Not numbered, not included in the total number of pages, not bound
Short similarity report	Not numbered, not included in the total number of pages, not bound
Decision of the Expert Council on the admission of the qualification work to defense	Not numbered, not included in the total number of pages, not bound
Self-assessment of qualification work (Appendix H)	Not numbered, not included in the total number of pages, not bound
Declaration of Academic Integrity (Appendix G)	Not numbered, not included in the total number of pages, not bound

Orekhova Alvina Ivanivna
Stoyanets Natalia Valeriivna
Mohylna Liudmyla Mykolayivna
Tkachenko Viktoriya Viktorivna

METHODOLOGICAL GUIDELINES

for the preparation and defense of the qualification work

by degree-seeking students of the first (bachelor's) level of higher education in the specialty 073/D3 "Management", educational program "Management" of all modes of study

Editing and Publishing Department of Sumy National Agrarian University, Sumy,
Kondratieva Street 160.

Signed for printing: November 2025. A5 format: Times New Roman font

Circulation: 100 copies Order _____ Printing cost per sheet 1,6
