

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
FACULTY OF ECONOMICS AND MANAGEMENT
Department of Public Management and Administration

METHODICAL RECOMMENDATIONS FOR THE PREPARATION
OF QUALIFICATION WORKS
SECOND (MASTER) LEVEL

Speciality D3 Management
Educational Program "Administrative Management"
English/German speaking students

Sumy-2026

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Methodical recommendations for conducting research, writing, design, and defense of qualification work in the specialty D3 "Management" EP "Administrative Management", English/German-speaking students. Sumy: SNAU, 2026.

The content of the most important requirements for the scientific level of qualification work is revealed. Methodical advises concerning registration of the received scientific results are resulted and the selection of the corresponding normative-legal base and reference materials is systematized. The method of conducting research, writing, design, and defense of qualification work in the specialty D3 "Management" EP "Administrative management" English/German-speaking students is described. The criteria for determining the effectiveness of the qualification work and the procedure for its presentation and defense are presented.

The publication is intended for students and teachers-supervisors of qualification work in the specialty D3 "Management" EP "Administrative Management".

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Introduction

According to the curriculum for the preparation of masters in the specialty D3 Management educational program "Administrative management", students are required to perform a Qualification (master's) work.

The qualification work as a component of the Educational and Professional Program of a higher educational institution was developed taking into account the Law of Ukraine "On Higher Education", the Standards of Higher Education of Ukraine in the field of knowledge 07 "Management and Administration" specialty D3 Management educational program "Administrative management" of the Faculty of Economics and Management of the Sumy NAU, "Regulations on the Organization of Educational process at the Sumy National Agrarian University", "Regulations on qualification work at the Sumy National Agrarian University".

The qualification work is a mandatory educational component that represents an independent, formally structured learning experience and has a coherent and clear set of learning outcomes corresponding to a certain level of the NQF, defined learning tasks and relevant assessment criteria.

The qualification work is performed by the student of higher education independently under the advisory guidance of a scientific and pedagogical worker and is an original research and/or solution of specialized tasks, actual applied (practical) problems, the implementation of innovations through the generalization of the traditional understanding of theoretical and/or practical issues in accordance with the topic of the qualification work and the nature of the educational goals provided for by the relevant level of the National Qualifications Framework, the standard of higher education, and the educational program.

The qualification work must ensure the achievement of program learning outcomes provided by the educational program for the relevant educational component.

The work should be prepared by each master's student individually, in the process of preparation of qualifying work students must demonstrate the level of their professional training. When writing a qualification work, a master's student must follow the rules of professional ethics. The master's thesis is performed on the basis of statistical data of the activity of an individual enterprise, a set of enterprises of the industry, region, province or other united community. To implement it, the legal framework, a sufficient amount of scientific and special literature on the selected topic, study and analysis of economic processes and phenomena, assessment of the economic condition of the subject and the development of sound proposals for the future.

Qualification (master's) work – it is an independent complex scientific research of the problem, which is performed on the materials of real objects with the obligatory collection, processing, and systematization of information. Public defense of work before the qualification commission completes the stage of full higher education and is the basis for obtaining a master's degree. Qualification (master's) work differs from other types of scientific work of students in that its recommendations and developments, proposals are more scientifically sound and have a significant creative basis. The main task of master thesis's author - to demonstrate

the level of their scientific qualifications and the ability to independently conduct scientific research, to solve specific scientific problems.

Qualification (master's) work is an important part of the studying process, the preparation of which requires the student to develop a breadth of thinking, the acquisition of research skills, demonstration of the level of professional training. This work is a kind of report for the entire period of study, provides an opportunity to use the acquired knowledge in substantiating certain theoretical provisions on the selected topic, reveals ways to implement theoretical knowledge in practice. It is the result of the independent scientific work of the student and has the status of an intellectual product on the rights of the manuscript.

In the qualification (master's) work based on the researches executed by its author and the used sources, it is necessary to state logically and systematically the decision of a theoretical problem or the applied task having corresponding value for a separate branch of knowledge, to cover the scientific developments having corresponding value for the decision. specific tasks, etc.

The information base for the diploma research is laws and regulations, scientific works of domestic and foreign scientists, information from the media and the Internet, analytical information of public financial services, reporting of enterprises, institutions, organizations, and more.

Specific tasks of qualification (master's) work depend on its practical or research orientation and the object of research. It should follow the practical orientation, which is embodied in the search and justification of the most effective methods and tools of economic activity of a particular enterprise, firm, association, institution, or organization, as well as in modeling, analysis, and forecasting the environment.

When performing and defending a qualification (master's) work, it is necessary to reflect the set of results and provisions that characterize the author as a seeker of the educational degree "master", his contribution to the development of the topic. The solutions proposed by the author, in form and content must be clearly stated, reasoned, and correlated with previously known scientific and practical developments. According to the results of the research in the thesis should be put forward specific theoretical and practical proposals that contain elements of scientific novelty.

Qualification (master's) work for the degree of "master" is submitted for defense in printed form.

State certification of graduates is carried out in the form of public defense of the qualification work. The recommendations define the requirements for the structure, content, association and order to be completed by graduates of master theses and add them to the defense in the SEC. Specific requirements for structuring, content, association and performance of executive work by graduates are determined taking into account the specifics of future professional activity of the specialist. Attestation is carried out by an attestation commission, according to which it is possible to include representatives of employers and unite them.

Execution and defense of qualification work is carried out by graduates (including - citizens of Ukraine) studied at the university with a full teaching of disciplines in the foreign language (English or German).

THE PURPOSE AND OBJECTIVES OF THE QUALIFICATION WORK

COMPETENCIES THAT THE STUDENT ACQUIRES BY PERFORMING THE QUALIFICATION WORK AND THE PROGRAM RESULTS OF STUDY

General competences (GC)

Competencies defined by the standard of higher education:

- GC1. Ability to conduct research at the appropriate level;
- GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);
- GC3. Skills in using information and communication technologies;
- GC4. Ability to motivate people and move towards a common goal;
- GC5. Ability to act on the basis of ethical considerations (motives);
- GC6. Ability to generate new ideas (creativity);
- GC7. Ability to abstract thinking, analysis and synthesis.

Special (professional) competences of the specialty (PC)

Competencies defined by the standard of higher education:

- PC1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;
- PC2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;
- PC3. Ability to self-development, lifelong learning and effective self-management;
- PC4. Ability to effectively use and develop the organization's resources;
- PC5. Ability to create and organize effective communications in the management process;
- PC6. The ability to form leadership qualities and demonstrate them in the process of managing people;
- PC7. Ability to develop projects, manage them, show initiative and entrepreneurship;
- PC8. Ability to use psychological technologies for working with personnel.
- PC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation.
- PC10. Ability to manage the organization and its development.

Competences defined by SNAU:

PC11. Ability to justify the parameters of the development directions of the management object, to work out the economic characteristics of the ways of their implementation.

PC12. Ability to communicate freely in the state and foreign languages.

PC13. Ability to use modern information technologies, methods of empirical and social research.

PC14. Ability to form an effective system of analysis and control of the enterprise's activities in order to make effective management decisions.

PC15. Ability to analyze markets, form a system of promoting goods and services, and develop the image of the management object.

Program learning outcomes

Competencies defined by the standard of higher education:

PLO 1. Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;

PLO 2. Identify problems in the organization and justify the methods of solving them;

PLO 3. Design effective management systems of organizations;

PLO 4. Justify and manage projects, generate business ideas;

PLO 5. Plan the activities of the organization in strategic and tactical sections;

PLO 6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;

PLO 7. Organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;

PRN 8. Apply specialized software and information systems to solve organizational management problems;

PLO 9. To be able to communicate in professional and scientific circles in national and foreign languages;

PLO 10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;

PLO 11. To ensure personal professional development and planning of own time.

PLO12. To be able to delegate authority and management of the organization (subdivision).

PLO13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).

Competences defined by SNAU:

PLO14. To substantiate the parameters of the company's development directions,

to work out the economic characteristics of the ways of their implementation.

PLO15. Be able to determine the effectiveness of financial and investment projects.

PLO16. Conduct market research on selected value chains using a variety of tools.

The purpose of preparation of qualifying work is:

- formation, systematization, consolidation and expansion of theoretical knowledge and practical skills in the specialty, acquired in the learning process, and their application in solving specific theoretical and practical problems arising in the field of administrative management;

- improvement of skills of conducting independent scientific work, mastering the basic methods of scientific research, formulation of specific scientific conclusions and recommendations on the chosen topic and their implementation in practice.

To achieve this goal, graduate students must solve the following tasks:

- ✓ to choose the topic of qualification work and justify its relevance;
- ✓ to analyse and generalize the legislative base; normative-legal, methodical and instructive materials, scientific-methodical literary sources on the researched problem;

- ✓ to consider theoretical aspects of the chosen subject of research and to solve specific problems on the topic of qualification work;

- ✓ to collect practical materials on the chosen research topic in terms of the activities of specific organizations (institutions) of the region (country);

- ✓ to apply modern methods of scientific and practical research in solving certain problems;

- ✓ to perform an analysis of the state of the researched problem and suggest ways of its effective solution;

- ✓ to compare domestic and international experience on selected issues and adapt them to the selected researched problem;

- ✓ to analyze statistical materials and results of activity of the base of research (organization, institution or set of them, region, province);

- ✓ to evaluate the work of the base of research, form and justify measures to improve it in modern conditions;

- ✓ to defend the theoretical and practical provisions of the qualification work at an open meeting of the examination commission.

In preparing the qualifying work, the student must comply with certain requirements:

- **the work submitted for obtaining a master's degree in Administrative management for English-speaking students must be written in English language; for German-speaking students must be written in German/Ukrainian language;**

- qualification work is performed by each student individually;
- qualification work should be a scientific work devoted to solving a specific managerial, economic, social, political problem or a set of these problems;

- the proposed new solutions must be reasoned and compared with already known solutions;

- in the qualification work it is necessary to provide information on the practical application of the scientific results of the research obtained by the author;
- the design of the qualification work must meet the requirements relating to the works submitted for publication;
- when writing the work, the student must refer to the author and the source from which the borrowed material or individual results.

It is strictly prohibited to copy copyrighted material without reference to them!

The main provisions of the qualification work must be reflected in scientific conferences and in articles published in scientific journals.

2. THE MAIN STAGES OF QUALIFICATION WORK

Execution and defense of qualifying work involves the following stages:

- Choice of the topic of qualification work;
- Approval of the topic and candidacy of the head of the master's qualification work;
- Selection and study of literary and other sources on the topic research;
- Development of the concept, plan and tasks of the master's qualification work, their approval by the supervisor;
- Writing the text of the master's qualification work and its design;
- External review of the master's qualification work;
- Preparation of the supervisor's response;
- Passing norm-control at the graduating department;
- Defense of master's qualification work.

2.1. Choosing the topic of qualification work.

The topic of the master's qualification work is chosen by the student from the list offered by the department, about which the student's application is submitted to the department with the indication of the choosed topic of qualification work and the name of the supervisor. When choosing the topic of qualifying work, the student has the right to propose his own topic, taking into account the specifics of specialty, justifying the feasibility of its development, relevance and prospects for the implementation of its results.

The choice of research topic is a responsible moment, on which the success of the whole research largely depends. The research problem is determined based on the scientific interests of the student (listener), the research topics of the department, orders of public authorities and local governments, businesses, and more.

The choice of research problem for the master's thesis is not limited to individual sectors of the economy, activities, organizational and legal forms, and forms of ownership of enterprises, institutions, and organizations, on the materials of which the master's thesis will be based.

As a rule, the student's (student's) choice of the topic of the master's thesis within the specialty D3 "Management" EP "Administrative Management", due to the specifics of his work in the field of management.

This approach to the organization of the master's thesis preparation process is effective, because in the process of current education students (listeners) have already acquired some knowledge on the selected research issues, so they can more professionally address issues of improving practical activities.

The right to choose the topic of the qualification work is given to the student within the framework of the subject (*Appendix A*), which is developed by the relevant graduating department and agreed with the dean of the Faculty of Economics and Management, enterprises and organizations regardless of ownership.

When choosing the topic of the master's thesis should be guided by their own educational and research interests, the availability of theoretical basis and their developments, the ability to obtain the necessary materials during the internship, focus on the nature of the future professional activity.

When choosing the topic of qualification work should be taken into account its relevance and novelty, the availability of scientific basis for implementation, the possibility of obtaining and processing experimental material, the availability of their own scientific, technical, and methodological developments, future or current employment.

The qualification work is based on the materials of the selected object of study (base of research). Also, the location of the object of study in the area (enterprise, company, institution, region, relevant industry) is determined. For example, Master's thesis on "Modern technologies of land management (on the example of agrarian enterprises of Sumy region)".

It is not allowed to perform a qualification work for several students of the same academic group on the same topic, based on the same enterprise. If the same topic of the qualification work is expressed by the desire to write several students, the final decision is made by the head of the department, based on the deadlines (dates) for submission of applications by students (students) to the department.

The topic chosen by the student is assigned to him based on his written application. Part-time students are invited to choose the topic of the qualification work, taking into account the needs of the organization in which they work. Assignment of qualification works' topics and supervisors to students (listeners) is made out by the order of the rector of Sumy NAU on the proposal of the dean of the faculty of economics and management.

The topic of the qualification work may be specified at the request of the student of the master's program at a meeting of the relevant department, but not later than six months before the deadline for submission of the completed qualification work for defense. The change of the topic of the qualification work is made out by the order of the rector of the university on the proposal of Sumy NAU on the proposal of the dean of the faculty of economics and management.

For the scientific supervision of the qualification work by the order of the rector of Sumy NAU on the proposal of the relevant department the head is appointed.

Supervisors of qualification works in the specialty D3 "Management" EP "Administrative Management" can be highly qualified specialists-managers of organizations, enterprises, research and teaching staff of Sumy NAU with a doctorate

or an experienced candidate of science, whose scientific and professional interests correspond to the qualification work.

2.2. Approval of the topic and candidacy of the supervisor of the qualification work.

Topics and supervisors of qualification works should be considered at the meeting of the department and approved by the order of the rector of Sumy national agrarian university.

The scientific adviser (supervisor) of the qualification work is appointed from among the leading highly qualified scientists of the Faculty (Public management and administration department).

2.3. Selection and study of literary and other sources on the topic research.

A necessary condition for quality performance of qualification work is a thorough acquaintance with the literature on the chosen topic. The study of literature is an important area of work, which allows the student to take into account the achievements of predecessors who have devoted their research to the chosen scientific problem.

The theoretical and methodological basis for writing a qualification work are the fundamental works of domestic and foreign scientists, the legislative and regulatory framework in accordance with the chosen topic. Taking into account and knowledge of the achievements of theoretical thought of different countries, schools, positions and concepts of outstanding scientists will contribute to a multidimensional vision of the social world. This preparatory work will also enable students to do better qualification work, to comprehend the main issues of the research topic, their content, to identify key issues and areas of analysis of the real practice of administrative management.

In addition, the student must review, select from the research problem monographs, collections of materials of scientific and practical conferences, abstracts of dissertations, magazine and newspaper articles, various statistical and other sources of information.

It is important that the student formulates in the qualification work his approach to such documents, tried to assess them from the standpoint of how well reflected the general trends, nature, significance and consequences of modern events.

Only after such painstaking, creative, analytical work on literature and other sources can we begin to develop the concept, structure and content of qualifying work.

2.4. Development of the concept, plan and tasks of the qualification work, their approval by the supervisor

The development of the plan and tasks (*appendix B*) of the qualification work, their approval by the supervisor (definition of the subject, object and tasks of the qualification work, names of sections and subsections of the main part of the text, bibliography, definition of primary information materials) is carried out within the curriculum.

An important element of the preparation of qualification work is the development of the student's concept, ie his understanding of the essence of the

chosen research topic, its novelty and scientific and practical significance, defining the main directions of development, the author's vision of possible ways to solve problems.

Clarifying your position on the qualification work issues of the chosen topic.

The concept of future research is developed and formed during the selection and preliminary study of the literature, other sources, comprehension of the accumulated factual material. To implement the concept, students make a plan of qualification work and a schedule for its implementation.

Drawing up a plan is a creative process that requires analytical work of the student, drawing up several options, choosing the most successful of them. To facilitate work on the topic, it is recommended to make a so-called detailed detailed plan of qualification work already in the preliminary study of sources. In this case, in addition to key issues, relevant questions are identified and recorded, some additional data, digital and factual material.

The final version of the work plan should ensure its unity and consist of three clearly articulated key issues (sections).

In the organization of further work the individual calendar plan-schedule of preparation, writing and protection of qualification work which form and the basic stages of performance are resulted in appendix C is important.

2.5. Writing and registration of the qualification work.

The work is performed on the materials of real public institutions (organizations) of the region in printed form. Qualification work is performed in English for English-speaking students.

Registration of qualification work is carried out in accordance with the requirements set in these guidelines.

2.6. External review of the qualification work.

Completed qualification work should be sent by the department for external review. Responsible employees of public institutions and organizations (state executive bodies and local self-government bodies, etc.), leading specialists of research institutes and higher education institutions are involved in the review, business representatives – stakeholders of the EP. The range of scientific and professional interests of reviewers should correspond to the subject of qualification work.

The task of reviewing - to pre-assess (the final qualifying work is evaluated in the process of its defense at a meeting of the EC) theoretical and methodological level of preparation of the graduate of the master's degree in administrative management, mastering scientific methods in the research process, the ability to apply theoretical knowledge to analyze the practical activities of public and public administration, the ability to formulate conclusions and proposals that are of practical importance for improving the style, forms and methods, improving the efficiency of enterprises or public authorities.

2.7. Preparation of the supervisor's response.

The qualification work signed by the student, the consultant together with the review is submitted to the supervisor who after acquaintance with it and in case of approval signs it and, having added the written response, transfers to the Department.

The signed review of the supervisor displays:

- conclusions and assessments on the relevance of the study;
- analysis of the positive aspects of the work, as well as shortcomings and mistakes;
- the level of theoretical knowledge identified by the student in solving specific practical tasks;
- depth and complexity of the approach in the analysis of managerial, economic, social, political and legal issues;
- progressiveness and probable efficiency of the offered ways of the decision of the investigated problem.

The supervisor evaluates the qualifying work with the entry: "*Allowed to defend*", and in case of a negative assessment - "*Not allowed to defend*". In cases of a negative conclusion on the admission of a student to the defense of the qualification work, this issue is submitted to the meeting of the department with the participation of the supervisor, the minutes of the meeting should be sent to the dean's office.

The deadline for submission of qualifying work to the department - a month before the defense.

Responsibility for timely performance of qualification works relies directly on students and supervisors.

2.8. Passing of norm control is carried out according to the schedule approved by the department.

At its carrying out the following is considered:

- ✓ correspondence of the name of work of the order on fixing of a theme;
- ✓ compliance with technical requirements for registration of work;
- ✓ compliance with the requirements for the structure of qualification work;
- ✓ the identity of the names of sections and subsections in the content and text of the work;
- ✓ availability of the supervisor's response and review;
- ✓ availability of an electronic version of the disk.

Qualification work that did not pass the normative control in time and does not meet the established requirements is not allowed to be defended.

2.9. The defense of the qualification work takes place at an open meeting of the Examination Commission (EC).

Before starting the defense of qualification works, the following documents are submitted to the EC:

- qualification work of the master;
- supervisor's response;
- external review of the qualification work;
- submission signed by the head of the department and the supervisor;
- presentation or illustrative material for the qualification work (in the number of copies according to the number of EC members).

Prior to the defense, the student must read the reviews, analyze them and prepare responses to comments.

Students who have not completed the curriculum and in time of submission of the qualifying work for defense have academic debt are not allowed to defend.

Each student should, with the help of a supervisor, prepare well for the defense, consider his speech in detail and write theses, select the necessary illustrative material.

It is advisable to prepare the speech in writing, although it is not necessary to read it. It is recommended to arrange a rehearsal of the performance.

The procedure for the defense of the qualification work consists of the following stages:

- ✓ scientific report of the author (5-10 minutes) with ppt-presentation;
- ✓ answers to questions from EC members;
- ✓ responses to the comments of the supervisor and reviewers;
- ✓ summarizing the results of the defense of qualification work.

Based on the review and response of the supervisor, the results of the defense of the qualification work of the EC makes a reasoned decision to assess the knowledge of each student and the award of a master's degree in "Administrative Management". The defining criterion for evaluation is the independence of work, its creative level, novelty, the student's ability to use the acquired knowledge in the analysis of modern socio-political and economic reality, to defend their views and beliefs.

The results of the defense of qualifying works are announced on the same day after the registration of the minutes of the examination commission.

3. DISTRIBUTION OF FUNCTIONS OF THE QUALIFICATION WORK SUPERVISORS AND THE MASTER'S STUDENT IN THE PREPARATION OF THE QUALIFICATION WORK

The supervisor of the qualification work performs the following functions:

- offers students (listener) of master's degree topics of qualification work following their scientific direction of activity, specialization, master's program and the needs of institutions, enterprises, organizations;
- forms together with the student (listener) of magistracy tasks for the preparation of a qualification work;
- provides assistance in preparing an individual work plan and monitors its implementation;
- during the whole period of study based on the analysis of the materials prepared by the student (listener) of a magistracy fixes its performance about what reports at the meeting of the department;
- recommends to the student the necessary normative, educational, reference literature and other sources for independent elaboration;
- provides advisory assistance to the student during the performance of his work following the schedule approved at the department and the schedule of independent work;
- analyzes and controls the organization of independent work of the student (listener) of a magistracy;
- involves master's students in scientific work;

- helps the student (listener) to prepare scientific publications based on research results and promotes their publication in professional journals, materials of scientific conferences, symposia, round tables, etc.;
- recommends the bases and ensures the appropriate quality of research practice (for full-time students);
- is responsible for cases of academic plagiarism in the qualification work of the student;
- prepares an objective response to the qualification work before its defense at the department;
- participates in the meeting of the department during the preliminary defense of the qualification work.

The supervisor of the qualification work is personally responsible for the completeness and quality of the above functions.

The student performs the following functions:

- is determined with the topic of the master's thesis following its specialization and master's program;
- together with the head forms tasks for the preparation of master's work;
- selects and processes normative documents, educational, scientific and reference literature and other sources;
- critically analyzes the positions of various authors on issues that are directly related to the work and determines his attitude to them;
- summarizes materials and applies modern methods and techniques of scientific research;
- uses theoretical knowledge, practical skills acquired in the learning process;
- masters the methodology of research about the object, subject of research, purpose, objectives;
- finds analogs for solving the problem in domestic and foreign practice, adapts them to a specific subject (object) of research;
- independently makes optimal decisions;
- in the period of practice or during his professional activity, based on theoretical provisions and research methods thoroughly and comprehensively studies the state of affairs in real conditions on the subject of research and selects the actual material;
- based on theoretical provisions (the first section) and the actual state of affairs on the subject of research (the second section) develops the third design-recommendation, constructive section, draws conclusions and submits to the head for inspection;
- eliminates significant shortcomings that emerged in the process of preliminary defense at the department;
- receives feedback from the supervisor of the master's thesis;
- using modern information technologies prepares a presentation of the master's thesis, which he demonstrates during the preliminary defense at the department, and later at the meeting of the examination commission;

- interweaves the work and submits with the response of the head to the head of the department, who certifies with his signature its admission to the meeting of the examination commission;

- receives a review of the work from a research and teaching staff of Sumy NAU or other higher education institution and prepares responses to comments;

- is personally responsible for the presence of academic plagiarism in the master's thesis;

- reports at the meeting of the examination commission following the schedule.

The student must perform the above functions within the time limits set by the supervisor.

The student of the master's degree is personally responsible for the quality of performance, authenticity of work, and timeliness of the preparation of materials.

4. RULES AND RECOMMENDATIONS FOR THE PREPARATION OF THE QUALIFICATION WORK

The content of the qualification work should indicate the level of readiness of the master's student in the specialty "Management" EP "Administrative Management" for professional activities, namely, to show the ability to solve complex problems in management and administration, which involves deep rethinking new holistic knowledge and/or professional practice.

After choosing and approving the topic, the master must clearly define the purpose of the work, the object of research, the sequence of writing (develop and agree with the head of the master's work research plan); select relevant scientific literature and normative-instructional materials.

Assistance in resolving these issues can be provided by the scientific adviser, head of the department, staff of the training laboratory, and employees of the scientific library of the university.

Since the qualification work is prepared on specific materials for the development of administrative management in Ukraine and foreign countries, the work of relevant enterprises, organizations, etc., so the results of the study should be of practical importance.

Qualification work should:

- reflect the current state and trends in the World;
- be performed on practical materials;
- be based on the application of modern research methods;
- contain an argument for the relevance of the topic, its theoretical and practical value;

- reflect the independence and systematic approach of the student in the implementation of research on a particular problem;

- to testify to the student's knowledge of monographic literature on the chosen topic, legislative acts of Ukraine and government decisions, regulations, provisions, instructions, standards, etc.;

- contain an analysis of different points of view with references to sources (in the form of references or citations) and the mandatory formulation of a reasoned position on the violation of the discussion issue;

– fully disclose the research topic, have a substantiated justification of conclusions and proposals of scientific and practical interest.

Drawing up a plan (content) of the master's thesis is a crucial step because a well-thought-out plan is key to successful research. Before developing a plan for the topic, you should read the literature sources that cover the relevant theoretical and methodological issues. This will provide an opportunity to present the structure of the work in more detail, to state its content consistently, to reveal more precisely the range of issues that need to be addressed. The plan should concentrate on the content of the chosen topic, the direction of its research, the formulation of individual issues, consistent, logical, interconnected presentation of results. In the process of writing the work, the plan can be improved: some issues will be clarified, others will be removed.

The task for the qualification work is issued within a month from the date of registration of the order approving the topics.

Requirements for the structure and content of qualification work

Qualification work includes the following structural elements (in the order of their location in the work):

- 1) title page (an example is given in Appendix C);
- 2) the task of the master's qualification work (standard form Appendix C);
- 3) abstract in two languages: Ukrainian, English (an example is given in Appendix D) – minimal volume is 2000 characters;
- 5) the content (an example is given in Appendix B);
- 6) list of symbols (if necessary);
- 7) introduction (an example is given in Appendix F);
- 8) the main part (three main sections, of which I – theoretical-methodical, II – research-analytical (calculation-analytical), III – project-recommendational);
- 9) conclusions (as a whole on qualification work);
- 10) list of references (an example is given in Appendix E);
- 11) appendixes:

Appendix A for the work – financial reports or statistical data used in calculations;

Appendix B for the work - photocopy of publications (articles and abstracts); other applications.

The qualification work must be accompanied by the following elements, which are not sewn:

- feedback from the scientific supervisor;
- external review;
- a certificate on the implementation of research results (if available).

Title page of the qualification work (Appendix C) sequentially signed by the author of the qualification work and supervisor. The final variant of the qualification work is submitted for signature to the head of the department.

The task for qualification work is made out according to the standard form (appendix C).

The table of contents contains the names of structural elements of qualification work (introduction, tasks, list of sections and subsections of the main part of the text, conclusions, list of references, appendices) with indication of numbers of their initial pages in the text. (Appendix B).

The introduction (Appendix F) provides a general description of the qualification work in the following sequence: justification of the relevance of the topic; purpose, task of research; object and subject of research, elements of scientific novelty; practical significance of the obtained results; methods of scientific research; approbation of research results; publications; structure and scope of work. ***The length of the introduction, as a rule, should not exceed 3-5 pages.***

The relevance of the topic is presented in the form of a critical analysis and directions for solving the problem, substantiating the need for research for enterprises, organizations, institutions, etc. Its scientific and practical significance for the development of the corresponding branch of science or production, activity is noted; the state of the problem (question) that needs to be solved is briefly characterized, the degree of its research with the names of scientists (both domestic and foreign) and practitioners whose works contain the issues considered in the work.

The purpose and tasks of the work must be clearly formulated and reflect the research topic. The purpose of the research is the planned result of the research, to achieve which the research is aimed. Research tasks should not be global, such as to claim to become the topics of separate scientific studies. Research tasks are formulated in the form of a list of actions: "study..., analyze..., establish..., clarify..., substantiate..." etc.

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

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

Object and subject as categories of the scientific process are related to each other as general and partial. When formulating the subject and object of research, it is necessary to avoid statements of a general nature.

Research methods are a way of acquiring reliable scientific knowledge, skills and practical skills in various spheres of activity. List the research methods used or achieve the goal set in the work. The specified methods should be closely related to the content of the work, that is, it should be briefly, but essentially, determined which problems were investigated using this or that method.

Elements of scientific novelty must contain their own conclusions and recommendations on the subject of research. When formulating elements of novelty, it is necessary to avoid statements of a general nature.

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

Approbation of the results of the work - the data of the conferences at which the results of the studies of the qualification work were made public are given.

Publications. Indicate the number of publications in which the main materials of the study are covered.

Structure and scope of work. It is indicated what the qualification work consists of, how much the text part of the pages of the typewritten text takes up. How much does the work contain: figures, tables, appendices, used literary sources ("for example: "The logic of the research determined the structure of the qualification work: introduction, ... chapters, conclusions, a list of used sources from ... names, ... appendices. Total volume ...pages").

The main part of the qualification work consists of sections (theoretical-methodological, research-analytical (calculation-analytical), project-recommendational) and subsections, which must be interconnected, and the material must be presented consistently and logically with a critical analysis of theoretical provisions, statistical data, information of various nature.

The conclusions of the qualification paper summarize the results of the conducted research, state the obtained scientific and practical results, recommendations for their scientific and practical use, or other suggestions of the author of the paper.

Formulation of conclusions should be based on the materials of the main part of the work in accordance with the assigned tasks. In order to formulate conclusions and thorough proposals, it is recommended to test the main provisions of the research at scientific events. The volume of conclusions, as a rule, should not exceed 3-5 pages.

The list of used sources should include modern sources to which there are references in the text, as well as those used in the presentation of specific scientific provisions. The citation is drawn up according to the requirements - in quotation marks indicating the source and page.

The list consists of legislative acts, regulatory materials, modern domestic and foreign scientific, special literature, specialized publications, and Internet information resources. The list of used sources must contain at least 20 sources, including:

- at least 5 for master's qualification papers;
- for master's qualification works, the use of textbooks is not appropriate, unless the work tasks require it.

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

The recommended volume of the qualification work is 60 pages, of which:

- ***introduction – 3-5 pages,***
- ***the 1st section is 10 pages,***
- ***the 2nd section is 20-25 pages,***
- ***the 3rd section is 20-25 pages,***
- ***conclusions – 3-5 pages.***

This volume does not include the title page, tasks and calendar plan, abstracts, table of contents, list of abbreviations and conventional signs, list of references and appendixes.

The paper document is printed on a sheet of white A4 paper (210 mm x 297 mm) in Times New Roman black, font size 14, spacing 1.5.

The volume of the main text does not include: appendixes, list of sources used, tables and illustrations, which completely occupy the area of the page.

The font size of the tables and explanatory data in the figures and tables are printed in Times New Roman font in black straight line at font size 12, spacing 1.0.

On the pages of the work it is necessary to use the banks of the following width: *upper and lower - 20 mm, left - 25 mm, right - 10 mm.*

During the design of the work you need to adhere to the uniform saturation, contrast and sharpness of the image. All lines, letters, numbers and symbols must be clear and indistinct throughout the report. Symbols in equations and formulas, inscriptions and explanatory data in figures, diagrams, graphs, charts and tables are created and entered into the text using the appropriate editors of a computer program. Individual words, formulas, signs can be written in the text of the report in black ink, ink or paste. The saturation of the characters of the typed text should be close to the saturation of the characters of the printed text.

The structural element "Title page" is the first page of qualification work. The title page, as a rule, indicates the name of the ministry to which the educational institution is subordinated, the full name of the educational institution, faculty, department where the qualification work was performed, the title of the work, data about the student, supervisor, city and year of defense. Abbreviations in the names of educational institutions and topics of work are not allowed. A sample title page is given in Appendix.

The names of the structural elements: "CONTENTS", "ABBREVIATIONS AND SYMBOLS", "INTRODUCTION", "CHAPTER", "CONCLUSIONS", "REFERENCES" are the titles of the structural elements. A section is required for sections and subsections. Items and sub-items may have headings.

The structural element "CONTENTS" contains the titles and starting numbers of the structural elements of the work, in particular:

- "ABBREVIATIONS AND SYMBOLS";
- "INTRODUCTION";
- all CHAPTERS, subchapters and items (if they have a title) of the substantive part of the work (the essence of the work);
- "CONCLUSIONS";
- "REFERENCES";
- "APPENDIXES" with their name.

It is not recommended to break words with a hyphen in the "Contents". An example of the design of the "Contents" is given in Appendix.

The structural element "ABBREVIATIONS AND SYMBOLS" (if any) contains a list of non-standard abbreviations, symbols, symbols, units and terms. It is placed after the structural element "CONTENTS", starting from the next page. The list of abbreviations and symbols should be placed in two columns in alphabetical order, first in Ukrainian and then in other languages (if available): on the left, in the first column - abbreviations, on the right - decryption.

If in the work special terms, abbreviations, symbols, etc. are repeated less than three times, the list is not made, and their interpretation is given in the text at the first mention, for example: English as a second language (hereinafter -ESL). Reductions should be unified. It is inadmissible to abbreviate the same word in different ways or to write it completely in one place and abbreviated in another.

Titles of structural elements of the work and titles of chapters of the content should be printed in capital letters in bold without a point at the end in the middle of the line. Headings of subchapters, paragraphs and sub-paragraphs of the work should be printed with a paragraph indentation in capital letters across the width of the page without a point at the end.

Each chapter begins with a new page, and each of the subchapters, paragraphs, sub-paragraphs - after the previous one.

The paragraph indentation should be the same throughout the text of the work and equal to five characters of 1.25 cm. The text should be marked with a "ban on hanging lines".

If the title consists of several sentences, they are separated by a period. It is forbidden to break words with a hyphen in headings.

The distance between the title and subsequent or previous text should be one line spacing. It is not allowed to place the name of the section, subsection, as well as the item and sub-item on the last line of the page.

An example of the design of the work page is shown in Figure 1

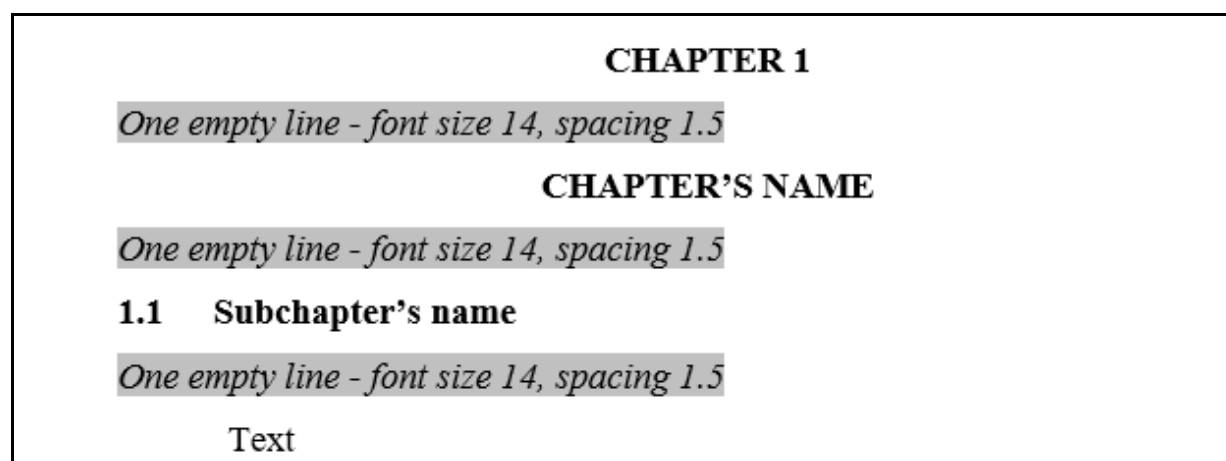


Figure 1 - Example of work page design

Numbering of work pages

The pages of the work are numbered in Arabic numerals, covering the appendices. The page number is placed on the right in the upper corner of the page without a dot at the end (Times New Roman font, bold, one line spacing in 12 font size).

The structural element "Title Sheet" is the first page of student work. It is included in the general numbering of work pages, but the page number is not put. The

number is also not affixed on the page of the structural element "Contents" and the first page of the structural element "Introduction".

Numbering of chapters, subchapters, paragraphs, sub-paragraphs

Chapters, subchapters, paragraphs, sub-paragraphs are numbered in Arabic numerals. Chapters of the work are numbered within the scope of the work and are indicated by Arabic numerals without a period, starting with the number "1".

Subdivisions as components of a chapter are numbered within each chapter separately. The subdivision number consists of the relevant chapter number and the subdivision number separated by a period. After the subchapter number do not put a point, for example, "1.2" (the second subchapter of the first chapter) and so on. Then in the same line is the title of the unit. If a chapter consists of one subchapter, it is not numbered.

Items are numbered within each unit. The item number consists of ordinal numbers of section, subsection, item, between which a full stop is placed. At the end of the number do not put a full stop, for example: "1.3.2" (the second paragraph of the third subsection of the first section). Then in the same line is the title of the item. The item may not have a title. If the text is divided only into paragraphs, they should be numbered, in addition to the annexes, serial numbers.

Sub-items are numbered within each item according to the same rules as the items. The sub-item number consists of a chapter number, a sub-item number, a item serial number and a sub-item serial number, which are separated by a period. Do not put a point after the sub-item number, for example, 1.1.1.1 or 2.1.4, etc.

If a chapter, without subchapters, is divided into items and sub-items, the sub-item number consists of a chapter number, item serial number and sub-item serial number, which are separated by a period. Do not put a point after the item number.

If a chapter or subchapter consists of one item, or an item consists of one sub-item, it shall not be numbered.

Design of drawings

All graphic materials of the work (diagrams, graphs, diagrams, drawings, photographs, maps, etc.) must have the same signature "Figure". The figure is submitted immediately after the text where it is first referenced, or as close as possible to it on the next page, and if necessary - in the appendices to the report. The drawing is performed on one page of the sheet. If it occupies an entire sheet, the latter is numbered according to the general rules.

It is advisable to present the drawings on A4 sheets in black and white. Figures larger than A4 size are considered as one page and placed in appendixes.

If the drawings are not created by the author of the work, you must comply with the requirements of current legislation of Ukraine on copyright. An example of drawing design is shown in Figure 2.

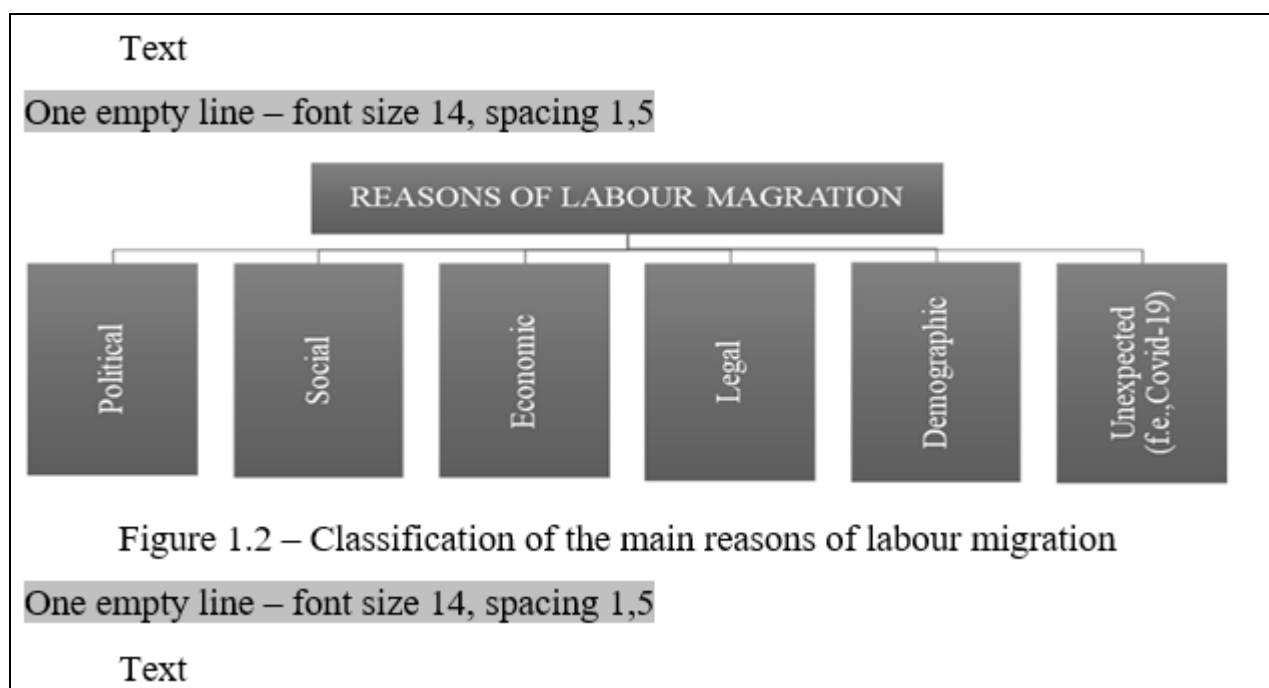


Figure 2 - Example of figure design

Figures are numbered in Arabic numerals, except for the figures in the appendices. Figures are allowed to be numbered within each chapter. In this case, the figure number consists of the chapter number and the ordinal number of the figure in this chapter, which are separated by a point, for example, "Figure 1.2" - the second figure of the first chapter.

The title of the figure should reflect its content, be specific and concise. If necessary, explanatory data to the figure is submitted immediately after the graphic material before the title of the figure. The title of the figure is printed in capital letters and placed below it in the middle of the line, for example, "Figure 1.2 - Title of the figure", which means the second illustration given in the first chapter of the work.

Figures for each annex are numbered separately. The number of the figure of the appendix consists of the mark of the appendix and the ordinal number of the figure in the appendix, separated by a dot. For example, "Figure A.1 -", ie the first figure of Appendix A.

Design tables

Tables are placed in the work immediately after the text where they are mentioned for the first time, or on the next page. If the tables occupy an entire sheet, the latter is numbered according to the general rules.

Each table should be referenced in the text of the work with its number. The tables are numbered in Arabic numerals, except for the tables in the appendices. Tables are numbered within a chapter, the table number consists of a chapter number and a table sequence number, separated by a period, for example, "Table 2.1" - the first table of the second chapter.

The tables of each appendix are numbered separately. The application table number consists of the appendixes' designation and the ordinal number of the table in the appendixes, separated by a period. For example, "Table B.1 -", ie the first table of Appendix B.

The name of the table should reflect its content, be specific and concise. The name of the table is printed in capital letters and placed above the table with a paragraph indent. There is no indentation between the previous text and the table name, and an indent between the table and the following text.

An example of table design is shown in Figure 3.

Text							
One empty line – font size 14, spacing 1,5							
Table 2.4 - Changes in the number of personnel in the Enterprise							
Categories of workers	Years					Deviation 2016 % 2012	
	2012	2013	2014	2015	2016	+/-	%
Average number of employees, pers.	125	118	120	123	134	9	107.2
Average number of workers employed in agriculture, people.	102	105	106	108	126	24	123.53
Including in crop production	41	43	44	44	53	12	129.27
In livestock	61	62	64	64	73	12	119.67
Payroll fund	1944,6	2098,7	2117,3	2427,5	2528,5	583.9	130.03
Average wage per employee - total	1296	1482	1589	1645	1757	461	135.57
One empty line – font size 14, spacing 1,5							
Text							

Figure 3 - Example of table design

The table is submitted immediately after the text in which it is mentioned for the first time, or on the next page. Each table should be referenced in the text of the work with its number.

The name of the table should reflect its content, be specific and concise. The name of the table is printed in capital letters and placed above the table with a paragraph indent. There is no indentation between the previous text and the table name, and an indent between the table and the following text.

Tables are numbered in Arabic numerals, except for the tables in the annexes. Tables are numbered within a chapter, the table number consists of a chapter number and a table sequence number, separated by a period, for example, "Table 2.1" - the first table of the second chapter. The tables of each appendix are numbered separately. The application table number consists of the application designation and the ordinal number of the table in the application, separated by a period. For example, "Table B.1 - __", ie the first table of Appendix B.

If the rows or columns of the table go beyond the format of the page, the table is divided into parts, placing one part under another or next to it, or move part of the table to the next page. In each part of the table repeat its head and side. If the table is

divided into parts, it is allowed to replace its head or sidewall with the numbers of columns or rows, numbering them in Arabic numerals.

The word "Table" is given only once above the first part of the table. Above the other parts of the table on the left from the paragraph indent print "Continuation of the table" without repeating its name. For example, "Continuation of Table 2.1" is a continuation of the first table of the second chapter.

Design of formulas and equations

Formulas and equations are presented without a paragraph indent in the middle of the page symmetrically to the text on a separate line immediately after the text in which they are mentioned. The placement of formulas (s) and / or equation (s) should be one line away from the previous and next text.

All formulas and / or equations must be referenced in the text of the paper or appendix. Formulas and equations in the paper, in addition to formulas and equations in the appendices, must be numbered in Arabic numerals within each section.

A comma is placed immediately after the formula. The number of the formula or equation is printed at their level on the right in the extreme position in parentheses, for example (1.3) - the third formula of the first chapter.

In multi-line formulas or equations, their number is put at the level of the last line.

In each appendix, the number of the formula or equation consists of a capital letter denoting the appendix and the ordinal number of the formula or equation in this appendix, separated by a period, for example, (A.3) - the third formula of Appendix A.

An explanation of the symbols included in a formula or equation must be given directly below the formula or equation in the order in which they are given in the formula or equation. Explanations of signs should be given without a paragraph indent from a new line, starting with the word "where" without a colon. Signs for which definitions or explanations are given must be aligned in the vertical direction. There are no indents between the formula and the explanation. An example of the design of the formula is shown in Figure 4.

One empty line – font size 14, spacing 1,5

$$Y = X\beta + U \quad (1.1)$$

where Y - observation vector,
 β - unknown parameter,
 U - interference term,
 X - observation vector matrix.

One empty line – font size 14, spacing 1,5

Figure 4 - Example of formula design

In formulas and / or equations, the superscripts and sub-indices, as well as the exponents, must be the same size throughout the text of the paper, but smaller than the letter or symbol to which they refer.

Carrying formulas or equations to the next line is allowed only on the signs of operations performed, which are written at the end of the previous line and at the beginning of the next. In the case of transferring a formula or equation to the sign of the multiplication operation, the sign "×" is used. Hyphenation ":" should be avoided.

Several formulas given and not separated by text are written one below the other and separated by commas.

Making links

In the text of the work you can make references to the structural elements of the work and other sources. In the case of a reference to the structural elements of the work itself, the numbers of sections, subsections, paragraphs, sub-paragraphs, positions of lists, figures, formulas, equations, tables, appendices shall be indicated accordingly.

References should be made to the following expressions: "in chapter 4", «according to 2.3.4.1», «(Figure 1.3) », «according to Table 3.2», «according to formula (3.1)», «in equations (1.23) - (1.25)», «(Appendix D)» etc. It is allowed to use generally accepted and standardized abbreviations in the link, for example, "according to fig. 10», «see table. 3.3» etc.

Referring to the position of the list, it is necessary to indicate the number of the structural element of the work and the number of the position of the list in parentheses, separated by a comma. If the lists have several levels - they are noted, for example: "in accordance with 2.3, b), 2)".

Reference to the source of information given in the list of reference sources is recommended to be given as follows: number in square brackets, according to which this source is indicated in the list of reference sources, for example, "in works [2] - [3]".

Citation

To confirm one's own arguments in the work, citation is allowed, ie reproduction of the text of another author (authors) in the amount of a sentence or more.

The text of the quotation is taken in quotation marks and is given in the grammatical form as in the original source.

If the quotation fully reproduces the text, it begins with a capital letter in all cases except one, when the quotation is part of the author's sentence.

The citation should be complete, without arbitrary reduction of the author's text and without distortion of the author's opinions. Omission of words, sentences, paragraphs when quoting is allowed without distortion of the author's text and is indicated by three dots. They are placed anywhere in the quote (at the beginning, inside, at the end). If there is a punctuation mark in front of the published text or behind it, it is not saved.

In case of indirect citation (translations, statements of opinions of other authors in their own words), which gives significant savings to the text, one should be extremely accurate in presenting the author's opinions, correct in evaluating his results, and give appropriate references to the source.

Forms of verbal borrowings are different, but there are constant material stamps:

The question of ... is set out in detail in the work ... (link).

Determined by the method developed by ... (link).

According to ..., whose recommendations are given below ... (link).

Digital data taken from (link)

Each citation reproduced in the work without changes, with minor changes, translated from another source, must be accompanied by a reference to this 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 are not authored and / or commonly used.

If the paraphrasing or arbitrary translation in the text of the work of another author (authors) occupies more than one paragraph, the reference should be at least once in each paragraph of the work, except for paragraphs consisting entirely of formulas and numbered and bulleted lists (in the latter case it is allowed to submit one link at the end of the list).

If a quotation from a particular source is cited from the original source, the text of the paper should include a reference to the original source.

If the citation is not based on the original source, the text of the paper should contain a reference to the direct source of citation ("cited by _____").

Any scientific and technical information provided in the text of the work should be accompanied by a clear indication of the source from which this information is taken. Exceptions are allowed only for well-known information recognized by the entire community of specialists in the field. If the text of the normative legal act is used in the work, it is sufficient to indicate its name, date of adoption and, if available, the date of approval of the latest amendments to it or the new wording.

Making a list of references

The list of used sources contains a list of sources that are referenced in the main part of the work, given at the end of the text of the work before the appendices on the next page.

In the list of reference sources, bibliographic descriptions are presented in the order in which the sources are first mentioned in the text. Sequence numbers of bibliographic descriptions in the list of sources should correspond to references to them in the text of the report (numerical references).

The list of used sources is given in the language of the original.

Style of bibliographic description in accordance with DSTU 8302: 2015 "Information and documentation. Bibliographic link. General provisions and rules of compilation ". Examples of bibliographic descriptions according to DSTU 8302: 2015 are given in Appendix.

12.4 In the case of writing a work in a foreign language, the student may also choose the style of bibliographic description (*References*), attributed to the recommended list of styles of the list of scientific publications:

- *Harvard Referencing Style*, the scope of which - the humanities and social sciences;
- style of the American Psychological Association (*APA style*), the scope of which is the social sciences.

Registration of appendixes

In order to avoid overloading the presentation of the text of the main part of the work, the structural element "Appendixes" provides information that complements or illustrates the work. Appendixes are placed in the order of reference in the text of the report. Appendixes may contain:

- auxiliary figures and tables;
- documents related to the research or their results, which due to the large volume, specifics of presentation or form of presentation can not be included in the main part of the report (photos; intermediate calculations, formulas, mathematical proofs; instructions and techniques developed during the work, etc.);
- other information.

Appendixes are denoted by capital letters of the English alphabet, for example, APPENDIX A, APPENDIX B. Each appendix must contain the name, which is given after the word "APPENDIX" from a new line in bold, capital letters, alignment - in the center without a paragraph indent. There are two lines after the appendix name and text.

If necessary, the text of the annexes can be divided into sections and subsections, which must be numbered within each annex in accordance with the requirements of 2.3. In this case, each number is preceded by the designation of the appendix (letter) and a point, for example, A.2 - the second chapter of Appendix A; D.3.1 - subchapter 3.1 of Appendix D.

4.1. RULES OF PREPARATION OF THE MAIN PART

The main part reveals the content of the study. It consists of sections, subsections (paragraphs), paragraphs, sub-paragraphs.

In the sections of the main part the content of the author's researches is exhaustively and completely stated, the technique and technique of research are considered in detail, its results are generalized. Make references to their works (if any) and scientific works used by the author in the study. When using scientific results, ideas, publications, and other materials of other authors in the text of the master's thesis, it is necessary to refer to the publications of these authors both in the text of the work and in the list of used sources. All materials irrelevant for the solution of a scientific problem are taken out in appendices. The content of the sections must exactly correspond to the topic of the work and fully disclose it.

The main part must consist of at least two sections, each section of at least two paragraphs.

In the master's thesis, the author must demonstrate the ability to use modern computer information technology.

The following content of the sections of the master's thesis is recommended.

The theoretical basis for writing the paper is the preparation of a scientific article (section in the monograph) and testing the results at a scientific conference. Where the state of solving the problem at the time when it was taken by the author of the study. To do this, a detailed review of the literature. It outlines the main stages of the development of scientific thought on the selected problem. Briefly highlighting the work of predecessors, it is necessary to name the issues that remain unresolved and, therefore, to determine their place in solving the problem. The article can also reveal the main theoretical and methodological provisions, problems that exist in practice, debatable and unresolved aspects of the topic, regulatory support in a particular area of activity, foreign experience in solving the problem.

The first Chapter is analytical and experimental. It describes the current state of the object under study, provides methods for solving problems and their comparative assessments, analyzes and critically evaluates the practice of management in relation to a particular object of study, its condition and prospects, develops a general research methodology. All analytical calculations, tables, graphs should be accompanied by interpretations and conclusions that allow to determine the essence of the studied phenomena and processes.

It should be noted that theoretical (fundamental) work is aimed at disclosing methods, principles, mechanisms.

According to art. 1 of the Law of Ukraine "On scientific and scientific-technical activities" basic research - theoretical and experimental research aimed at obtaining new knowledge about the laws of organization and development of nature, society, man, their relationships. The result of basic research is hypotheses, theories, new methods of cognition, the discovery of natural laws, previously unknown phenomena and properties of matter, identifying patterns of development of society, etc., which are not focused on direct practical use in economics.

Experimental (applied) works are aimed at revealing the principles of management and characterization of the recommended improvement of management in the field of public administration. According to art. 1 of the Law of Ukraine "On Scientific and Scientific-Technical Activity" applied developments (research) "are based on scientific knowledge obtained as a result of scientific research or practical experience, and is carried out to bring such knowledge to the stage of practical use. The result of applied research is new or significantly improved materials, processes, technologies, systems, new or significantly improved services that are implemented or can be implemented in public practice. The result of applied research can be in the form of a draft legal act, regulatory document, or scientific and methodological documents.

The task of the 3rd Chapter – project-recommendation - is to develop specific recommendations, proposals, management models for the development parameters and activities of the object under study. Here is a comprehensive and complete presentation of the results of their research, highlighting their vision of ways to solve the problem, the new that the author contributes to the development of the problem. The author must assess the completeness of the problem, the reliability of the results (characteristics, parameters), their comparison with similar results of domestic and foreign works, justification of the need for additional research, negative results that

determine the need to stop further research. It is also advisable to compare the results of empirical research with theoretical, to consider the implementation, the effectiveness of the study.

When writing the main part of the master's thesis it is necessary to follow this approach the presentation of the material should be subordinated to one leading idea, clearly defined by the author for the study.

4.2. CONCLUSIONS

Conclusions are of two types - conclusions to the sections and general conclusions.

Conclusions to the sections may contain a numbered presentation of the results of the study obtained in the relevant section.

The general conclusions should contain a summary of theoretical and practical results obtained by the author of the master's thesis in person during the study, as well as a justification for the prospects for further research in this area. The conclusions briefly form the essence of the solved scientific problems and their significance for science and practice, determine the positive and negative sides of the proposed solutions, compare them with known provisions, give recommendations for scientific and practical use of the results. (References to other authors, their citations, as well as citations of well-known truths are not allowed).

When formulating general conclusions it is necessary to adhere to the following rule: the tasks formulated in the introduction should correspond to the serial number and content of the relevant conclusion. It is recommended to start each of the conclusions with verbs of the perfect form (for example: "analyzed ..", "researched ..", "established ..", "considered ..", "recommended ..", etc.).

The volume of conclusions of work does not exceed 4 - 6 pages.

5. DEFENSE AND EVALUATION OF THE THESIS

5.1. Preliminary defense of the master's thesis

Preliminary defense of the master's thesis takes place at an extended meeting of the graduating department with the obligatory participation of the dean of the faculty (his deputy), representatives of other departments providing scientific guidance of master's theses and supervisors. It is held no later than four weeks before the main defense before the State Examination Commission. Announcements about the time and date of the preliminary defense are posted a week before it is held on the information stands of the graduating department and faculty. For preliminary defense, the work is submitted in a completed and printed, but not stitched, form together with the task for the master's thesis of the student. The student is given up to 10 minutes to defend his / her qualification work. It is mandatory to have a multimedia presentation that illustrates the main scientific results of the study. After the speech, the student is asked clarifying questions, as well as give the floor to the supervisor. After all the speeches in the discussion, those present at the extended meeting evaluate the master's thesis on external grounds, establish compliance with the content (structure) of the work on its topic, compliance with the requirements for the text and list of sources, correctness of references, etc. In case of inaccuracies and errors in the work provide

recommendations for their correction. If the topic of the work does not correspond to its content or the main task, gross violations and shortcomings, a decision may be made not to allow the master's thesis to be defended in the SEC.

All Qualification works prepared by students will be tested for plagiarism.

According to the Law of Ukraine "On Copyright and Related Rights", plagiarism is "the publication (publication) in whole or in part of another's work under the name of a person who is not the author of this work." Students must adhere to the rules of academic integrity and link to borrowed passages, following the rules of citation and listing the sources used so that the plagiarism check service can identify them as citations and not as plagiarism. Borrowed passages of text without references are considered plagiarism.

The student can use free programs and online services to check the text for plagiarism, which will help to perform quality writing of the master's thesis, in particular:

1. Advego Plagiatus <http://advego.ru/plagiatus/>
2. Etxt Antiplagiat <http://www.etxt.ru/antiplagiat/20>
3. ANTIPLAGIAT <http://www.antiplagiat.ru/>
4. CONTENT-WATCH <http://www.content-watch.ru/text/>
5. TEXT.RU <http://text.ru/>
6. UNPLAG
7. StrikePlagiarism.com
8. <http://antiplagiat.su/>

Table 1 - Correlation between national and ECTS assessments and results of master's thesis defense on a 100-point scale

Rating national	Assessment ECTS	Percentage of students who achieve the appropriate grade in European universities	Definition of ECTS assessment	The result of the defense of the master's thesis, points
Excellent	A	10	Excellent – excellent performance with only a small number of errors	90-100
Good	B	25	Very Good – above average with several errors	82-89
	C	30	Good – in general correct work with a certain number of gross errors	74-81
Satisfactory	D	25	Satisfactory – not bad, but with a significant number of shortcomings	64-73
	E	10	Enough – performance meets the minimum criteria	60-63
Unsatisfactory	FX		Unsatisfactory – you need to work before you get a positive assessment	35-59
	F		Unsatisfactory – serious further work is needed	01-34

Works that have not been tested for plagiarism or in which plagiarism has been found will not be admitted to the defense. Also, the qualifying works of those students who are absent from the previous defense without good reason cannot be recommended for defense. Decisions on the recommendation (not recommendation) of the master's thesis for defense are made by open voting by a simple majority of votes present at the extended meeting of the graduating department. In case of equality of votes "for" and "against" the opinion of the supervisor is decisive. In the case of a positive decision on the preliminary defense, the student, if necessary, takes into account the comments and then sews the master's thesis in hardcover and passes it to the supervisor to write a written review. The total number of points for each of the subjects of expert evaluation, given in Table 1, determines the results of the defense of master's theses on a 100-point scale. They are translated into national scores on a four-point scale: "excellent", "good", "satisfactory", "unsatisfactory" and ECTS scores according to Table 2.

Table 2 - Criteria for assessing the quality of master's theses

Criteria	Subject of expert assessment	Maximum number of points
1	2	3
Actuality of theme research	– the novelty of the problem, the validity of the relevance of the topic;	4
	– setting research objectives;	6
	– correspondence of the topic to the direction of specialist training;	2
	– compliance of the plan (content) of the work with its topic;	2
	– availability of an order on the topic from the enterprise;	2
	Together by criterion	14
Degree of scientificity	– assessment of accumulated domestic and foreign theoretical and practical experience in research;	15
	– the presence of elements of scientific novelty and the degree of their validity;	15
	– the logic of presentation of material and construction of work;	3
	– completeness and validity of conclusions based on the results of the study;	7
	Together by criterion	40
Information-methodological and software	– use of adequate sources of research sources of information and their processing;	5
	– use of statistical materials and their evaluation;	5
	– use of modern software products;	5
	Together by criterion	15
Practical significance, the approbation of research results	– the level of reality and argumentation of developments and proposals, the possibility of their use;	6
	– approbation and implementation of research results (availability of a certificate of implementation);	6
	– availability of publications based on research results and participation in scientific conferences;	6
	– substantiation of the economic, social, cultural, political effect of the implementation of research results.	10
	Together by criterion	28
Design of work	– compliance with generally accepted design standards	3
TOTAL		100

The results of the defense of the master's thesis are announced on the day of defense after the minutes of the examination commission

Master's theses, which contain particularly valuable solutions, proposals, can be recommended by the examination commission for publication in scientific professional journals.

A student (listener) who received an unsatisfactory grade in the defense of a master's thesis is expelled from the university and is issued an academic certificate. He retains the right to be re-admitted to defend his master's thesis for the next three years. Repeated master's work is performed in the presence of the application of the student (student) of the magistracy on admission to defense, the permission of the rector of Sumy NAU and the decision of the graduating department on the approval of the master's thesis and the appointment of the head.

If the defense of the master's thesis did not take place for good reasons, about which the student (student) must submit the relevant documents, the rector of Sumy NAU may extend his studies until the next term of the examination commission with the defense of master's theses, but not more than one year. Regardless of the reasons, the re-defense of the master's thesis in the same year is not allowed.

**Approximate topics of qualification work in the specialty
D3 “Management” EP “Administrative Management”**

1. Administrative management of information support of the enterprise (institution, organization)
2. Administrative management of the enterprise (institution, organization)
3. Administrative and economic methods of personnel management: the relationship and interaction.
4. Anti-crisis management of the health care institution
5. Anti-crisis management of an agricultural enterprise
6. Selection of personnel as a component of administrative management.
7. Introduction of modern management technologies at the enterprise.
8. Introduction of effective activity of administrative management bodies of the organization
9. Introduction of the economic mechanism of adaptation of the organization to the competitive environment
10. Gender-oriented approach in administrative management.
11. The effectiveness of goal management and modern approaches to its evaluation in the enterprise.
12. The effectiveness of management decisions and evaluation criteria in the organization.
13. Modeling of management decisions in the organization.
14. The main directions of the development of modern principles and methods of management in a changing competitive environment.
15. Improving the effectiveness of existing management methods of the organization (enterprise, institution).
16. Improving the efficiency of enterprise management in modern business conditions.
17. Improving the efficiency of employees of the organization (enterprise, institution)
18. Increasing the level of competitiveness of the enterprise.
19. Increasing the level of controlling and economic justification of its effectiveness.
20. Forecasting as a component of administrative management.
21. Socio-psychological aspects of professional adaptation of an administrative employee.
22. Theory and practice of motivation of employees in the field of administrative services in modern conditions.
23. The technique of personnel management in public authorities based on qualification requirements of administrative activity
24. Improving the content of administrative work based on the regulation of business processes
25. Improving the management of the main activities of the enterprise (organization)
26. Improving the organizational structure of enterprise management.
27. Improving job descriptions as an organizational tool of administrative management;
28. Improving the planning process in the management of activities (enterprise, institution, institution).
29. Improving the system of management methods of the management of the enterprise.
30. Improving the control function in the management of activities (enterprise, institution).
31. Improving the assessment of the innovation potential of the organization.
32. Health facility management: status and suggestions for improvement
33. Management of organizational culture of the enterprise in the conditions of development of market relations.
34. Management of business activities in health care facilities
35. Management of communal property: the state and proposals for improvement
36. Management of labor resources of the enterprise in modern business conditions.
37. Formation of the administrative apparatus of the organization (enterprise, institution, institution).
38. Formation of investment and innovation policy of the organization.
39. Formation of a controlling system in the organization.

40. Development of a strategic management model for a modern enterprise.
41. The role of administrative management in ensuring business sustainability.
42. Strategic decision-making in administrative management: tools and techniques.
43. Evaluation and improvement of corporate governance systems.
44. Implementation of digital transformation in administrative management.
45. Administrative management approaches to enhancing employee motivation.
46. Leadership styles and their impact on organizational efficiency.
47. Development of HR policies for increasing employee engagement.
48. Talent management as a key factor in business competitiveness.
49. Change management and resistance to innovation in organizations.
50. Improving administrative management in local government institutions.
51. The role of administrative management in ensuring public service quality.
52. Digitalization of public administration processes.
53. Optimization of business processes in administrative management.
54. Crisis management strategies for businesses and public organizations.
55. Administrative tools for improving operational efficiency.
56. Lean management principles in administrative decision-making.
57. Implementing quality management systems in administrative processes.
58. The impact of digital technologies on administrative management.
59. The role of artificial intelligence in modern business administration.
60. E-government as a tool for administrative efficiency.
61. Implementation of big data analytics in administrative decision-making.
62. The effect of digital marketing on administrative management.
63. Implementation of sustainable development strategies in enterprises.
64. The role of administrative management in achieving ESG goals.
65. Corporate social responsibility as a tool for increasing competitiveness.
66. Green management and sustainable business practices.
67. The role of administrative managers in climate adaptation strategies.

Examples of plan for Qualification (master's) work**Example 1****IMPROVEMENT OF ORGANIZATIONAL STRUCTURE OF ENTERPRISE
MANAGEMENT****CONTENT****INTRODUCTION****CHAPTER 1 THEORETICAL BASIS OF STUDY OF ORGANIZATIONAL STRUCTURE OF
ENTERPRISE MANAGEMENT****CHAPTER 2 ANALYSIS OF ORGANIZATIONAL STRUCTURE OF MANAGEMENT OF
ENTERPRISE**

- 2.1 Organizational and economic characteristics of financial and economic activity
- 2.2 Analysis of financial and economic activity
- 2.3 Assessment of the effectiveness of the formation and functioning of the organizational structure

**CHAPTER 3 WAYS TO IMPROVE THE ORGANIZATIONAL STRUCTURE OF ENTERPRISE
MANAGEMENT**

- 3.1 Improvement of organizational structure of enterprise management
- 3.2 Areas of rationalization of the organizational structure of enterprise management
- 3.3 Estimation of the economic effect of the proposed measures

CONCLUSIONS**REFERENCES****APPENDIXES**

Example 2

IMPROVEMENT LEADERSHIP IN ORGANIZATIONS

CONTENT

INTRODUCTION

CHAPTER 1 LEADERSHIP IN THE ENTERPRISE MANAGEMENT

CHAPTER 2 DIAGNOSIS OF LEADERSHIP INFLUENCE ON THE EFFECTIVENESS OF ENTERPRISE MANAGEMENT

- 2.1 The main financial and economic indicators of the enterprise (Analysis of financial position).
- 2.2 Assessment of leadership competencies of staff and enterprise management.
- 2.3 Analysis of the leader's leadership influence on staff performance

CHAPTER 3 DIRECTIONS OF LEADERSHIP DEVELOPMENT AT THE ENTERPRISE

- 3.1 Leadership as a component of human resource management in modern conditions
- 3.2 Diagnosis of leadership potential in the enterprise
- 3.3 Professional training of business leaders in foreign countries and implementation of experience
- 3.4 Conceptual and technological bases of leadership development at the enterprise

CONCLUSION

REFERENCES

APPENDIXES

Example 3

IMPROVING ADMINISTRATIVE MANAGEMENT IN THE TRADE ENTERPRISE

CONTENT

INTRODUCTION

CHAPTER 1 THEORETICAL AND SCIENTIFIC METHODICAL FOUNDATIONS OF ADMINISTRATIVE MANAGEMENT AT THE TRADE ENTERPRISE

CHAPTER 2 ANALYSIS OF ADMINISTRATIVE MANAGEMENT AT THE ENTERPRISE

- 2.1 General organizational and economic characteristics of the enterprise
- 2.2 Analysis of the main indicators of financial and economic activities
- 2.3 Analysis of the structure and efficiency of management at the enterprise

CHAPTER 3 IMPROVING ADMINISTRATIVE MANAGEMENT AT THE ENTERPRISE

- 3.1 Justification approaches to enterprise development management
- 3.2 Creation of development programm for the enterprise
- 3.3 The calculation of economic benefits from the development program

CONCLUSION

REFERENCES

APPENDIXES

Appendix C

**Schedule of qualification work preparing
at the Faculty of Economics and Management**

- _____, 20__

1. Submission of a draft version of the thesis to the supervisor (*result – sending of e-version by the student to the e-mail of the supervisor*);
- _____, 20__

2. Checking the electronic version of the thesis by supervisor, its correction and formation of recommendations for improvement (*result – sending recommendations from the supervisor to the student via e-mail*).
- _____, 20__

3. Elimination of comments, final completion of the student's master work (*result – completing of the master work*).
- _____, 20__

4. Submission of a final version of the thesis to the supervisor (*result – sending of e-version by the student to the e-mail of the supervisor*);
5. Revising by the supervisor of corrections and readiness of the master work (*result – approving /not approving of master work by the supervisor and after this – sending master work to the e-mail: svitlana.lukash@gmail.com*).
6. Submission of master work for verification to detect text borrowings by means of plagiarism testing (*result – protocol of commission on quality*).

_____, 20__
7. Preparation by the student accompanied by the supervisor of the speech for defense and ppt presentation of the master thesis; the expanded abstract of master thesis in the Ukrainian language.

_____, 20__
8. *In the case of a positive conclusion on checking the work for plagiarism -Submission of a paper version of the master thesis with the necessary supporting documents to the dean's office;*

_____, 20__
9. Carrying out preliminary Online defence of the thesis

_____, 20__
10. Public master thesis defense with commission

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

ECONOMICS AND MANAGEMENT FACULTY

Public management and administration department

QUALIFICATION WORK

second (master's) level of higher education

**on: «IMPROVING ADMINISTRATIVE MANAGEMENT IN
THE TRADE ENTERPRISE»**

Completed:

student of

specialty D3 Management

EP «Administrative management»

Osara Alexander Ebhomenme

Scientific
supervisor

PhD., Associate Professor

Reviewer

position

Faculty Economics and Management
Department Public management and administration
Level of higher education second (master's)
Speciality D3 Management EP «Administrative management»

Approved:

Head of
Department _____
«_____» _____

2024

TASK

on qualification work for student

Osara Alexandr Ebhomenme

1. Topic of qualification work: ***Improving administrative management in the trade enterprise***

2. Base of research _____

Scientific Supervisor

approved by the university order dated _____

№ _____

3. Deadline for student completed project (work) _____

4. Background to the project (work):

regulatory and legislative acts of Ukraine, educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2019-2021

5. Contents of settlement and explanatory notes (the list of issues to develop):

explore the theoretical aspects of the concepts of "Administrative Management", "Management System", "Design-Making Analysis", characterize the administrative management of trade enterprises.

To study the organizational and economic characteristics of the Enterprise, Sumy. Analyze organizational and management structure of the enterprise, size, composition and effectiveness of existing current assets, current assets management system in the enterprise, the main financial and economic indicators of the enterprise for the period of 2019 - 2021.

Develop a program to improving of administrative management. Calculate the efficiency of the proposed changes in the company's administrative management.

The task was accepted for execution.

First name LAST NAME

Signature

6. Date of assignment:

CALENDAR PLAN

№	Name of the diploma project's stages	Dates of project stages' performance	Note
1	Definition of the object, subject of research, formulation of the goal and objectives of the qualification work, drawing up a plan		
2	Selection and study of literary sources, legislative and regulatory framework		
3	Generalization of theoretical material on the selected research topic and presentation of a draft version of the first section of the qualification work		
4	Collection and processing of factual material, generalization of the analysis of the application of the researched issue at the enterprise (pre-diploma practice)		
5	Preparation of the theoretical part of the qualification work, generalization of the analytical part, defense of the report on the pre-diploma practice		
6	Designing areas for improving the researched problem		
7	Completion of the project part of the qualification work and submission of the preliminary version of the third section to the supervisor		
8	Finalization of the analytical and project sections of the qualification work		
9	Preparation of the qualification work, and its submission for preliminary defense and review		
10	Verification of the qualification work for authenticity (submission of the work for plagiarism check to the department, to the education quality department)		
11	Submission of the completed work and documents to it to the dean's office		
12	Defense of the qualification work		

Higher education student

_____ (signature)

Scientific Supervisor

_____ (signature)

АНОТАЦІЯ

ВДОСКОНАЛЕННЯ АДМІНІСТРАТИВНОГО МЕНЕДЖМЕНТУ В ТОРГІВЕЛЬНОМУ ПІДПРИЄМСТВІ (на прикладі ТОВ «ФАКТОР-УРОЖАЯ», м. Суми)

Кваліфікаційна робота зі спеціальності ДЗ «Менеджмент» ОП «Адміністративний менеджмент». СНАУ, Суми-2026 р. – Рукопис.

У даній кваліфікаційній роботі досліджено економічні та організаційно – правові аспекти формування системи адміністративного управління торговельним підприємством, контроль процесу прийняття управлінських рішень на основі «Центрів відповідальності», оцінка ефективності управління. Розроблено алгоритм прийняття управлінських рішень, розглянуто та досліджено напрямок адміністративного менеджменту в ТОВ «ФАКТОР-УРОЖАЯ». Визначено основні шляхи вдосконалення адміністративного менеджменту підприємства.

У першому розділі «Теоретико-методологічні положення адміністративного управління торговельного підприємства» визначено роль і місце адміністративного управління підприємства на сучасному етапі. З'ясовано сутність та значення адміністративного менеджменту, визначено, що менеджмент є унікальним засобом формування ефективних ринкових стратегій, залучення вітчизняних та іноземних інвестицій, впровадження інновацій, оптимізації співвідношення попиту та пропозиції.

У другому розділі «Аналіз організаційно-економічної характеристики ТОВ «ФАКТОР-УРОЖАЯ»», який містить три підрозділи, досліджено управління основною діяльністю ТОВ «ФАКТОР-УРОЖАЯ». Описує діяльність підприємства ТОВ «ФАКТОР-УРОЖАЯ», яке з 2002 року займається оптовою торгівлею добривами та агрохімічною продукцією. Головна мета компанії – сприяти покращенню глобальної продовольчої безпеки, надаючи фермерам можливість більш ефективно використовувати свої ресурси, професійно надавати послуги кінцевим споживачам у кожному регіоні України. ТОВ «ФАКТОР-УРОЖАЯ» використовує лінійне управління організаційною структурою. Лінійний тип організаційної структури управління характеризується лінійними формами зв'язку між рівнями управління і, як наслідок, зосередженням усіх складних функцій управління та розвитку управлінських дій в одній ланці управління.

У третьому розділі «Розробка пропозицій щодо вдосконалення адміністративного менеджменту торговельного підприємства», який містить два підрозділи, запропоновано шляхи вдосконалення адміністративного управління ТОВ «ФАКТОР-УРОЖАЯ».

Обґрунтовано ефективність управління результатами діяльності підприємств торгівлі, що є стратегічним завданням кожного суб'єкта господарювання. Запропоновано необхідність застосування комплексного та системного підходів, що дозволяє забезпечити її оптимальне вирішення, враховуючи всі фактори впливу зовнішнього та внутрішнього середовища.

Визначено аспекти розробки механізму управління адміністративною діяльністю торговельного підприємства. Пропонований механізм включає окремі компоненти (системи). Кожна система на своєму етапі виконує цілі, які поступово наближаються до головної мети управління адміністративною діяльністю підприємства – підвищення якісних і кількісних показників ефективності та максимально ефективного використання результатів у всіх сферах діяльності підприємства.

Таким чином, реалізація заходів щодо вдосконалення управління адміністративною діяльністю ТОВ «ФАКТОР-УРОЖАЯ» призведе до позитивних змін у загальних результатах діяльності підприємства у 2023 році, сприяючи подальшому перспективному розвитку ТОВ «ФАКТОР-УРОЖАЯ» та збільшенню ефективності адміністративної діяльності.

Ключові слова: адміністративний менеджмент, управління, управлінські рішення, процес управління, центр відповідальності

ABSTRACT

IMPROVING ADMINISTRATIVE MANAGEMENT IN THE TRADE ENTERPRISE (on example of LLC «FAKTOR-UROZHAYA», Sumy)

Qualification work on specialty D3 «Management» EP «Administrative management» SNAU, Sumy-2026 - Manuscript.

In this qualification work were studied economic and organizational - the legal aspects of the formation of the administrative management of commercial enterprise, process control management decision-making based on the "Responsibility Centers", evaluation of management efficiency. An algorithm for management decisions, considered and studied the direction of administrative management in the LLC "FAKTOR-UROZHAYA" Identified the main ways to improve the administrative management of the enterprise.

In the first chapter «Theoretical and methodological provisions of the administrative management of the trade enterprise» defines the role and place of administrative management of the main activity of the enterprise at the present stage. The essence and significance of administrative management are clarified, it is determined that the administrative management is a unique means of forming effective market strategies, attracting domestic and foreign investments, introducing innovations, optimizing the supply and demand ratio.

In the second chapter «Analysis of organizational and economic characteristics of LLC «FAKTOR-UROZHAYA», which contains four subchapters, the management of the main activity of LLC «FAKTOR-UROZHAYA» is studied. Describes the activities of the company LLC «FAKTOR-UROZHAYA», which since 2002 is engaged in wholesale trade in fertilizers and agrochemical products. The main goal of the company is to contribute to the improvement of global food security, giving farmers the opportunity to use their resources more efficiently, to provide services professionally to end users in each region of Ukraine. LLC «FAKTOR-UROZHAYA» uses linear management of organizational structure. The linear type of organizational structure of management is characterized by linear forms of communication between levels of management and, as a result, concentration of all difficult functions of management and development of administrative actions in one link of management.

In the third chapter «Development of proposals for improving the administrative management of the trading enterprise, which contains two subchapters proposed ways to improve the administrative management of the company LLC «FAKTOR-UROZHAYA».

They substantiated the effectiveness of the management of the results of trade enterprises, which is a strategic task for each business entity. The necessity of application of complex and system approaches that allows to provide its optimum decision, considering all factors of influence of external and internal environment is offered.

Identified aspects of developing a mechanism for managing the main activities of a commercial enterprise. The proposed mechanism includes individual components (systems). Each system at its stage fulfills the goals, which gradually approach the main goal of managing the main activities of the enterprise - improving the qualitative and quantitative performance indicators and the most effective use of the results in all areas of the enterprise.

Thus, the implementation of measures to improve the administrative management of LLC «FAKTOR-UROZHAYA», will lead to positive changes in the results of the enterprise in 2023, contributing to the further development of LLC «FAKTOR-UROZHAYA» and increasing the efficiency of its core activities.

Keywords: administrative management, management, management solutions, process management, responsibility center

Appendix E

Examples of bibliographic references in the list of used sources according to APA style

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Reference List: Authors' Last name, First Initial. (Year). *Book title: Subtitle*. (Edition) [if other than the 1st]. Publisher.

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Magazine Article:

White, C. (2006, April). *The spirit of disobedience: An invitation to resistance*. Harper's Magazine, 312(1871), 31-40.

Newspaper Article:

Zernike, K. (2015, October 25). *White House moves to limit school testing*. New York Times, p. A1.

Example of introduction

INTRODUCTION

Most reserve efficiency of social production is to improve the quality of decisions, which is achieved by improving the decision making process.

Decision-making - part of any management function. The need for a decision permeates everything that makes the head, formulating objectives and ensuring their achievement. Therefore, understanding the nature of decision-making is extremely important for anyone who wants to succeed in the art of management.

Decision-making is an important part of any management activity. Thanks to the decision-making coordination of activity - the main function of the manager.

The purpose of the master's work is to study methods and models of decision-making in the system of administrative management, and improving decision-making of enterprises, and the understanding that effective decision-making needed to perform administrative functions. Improving decision-making grounded in objective situations of exceptional complexity is achieved by using a scientific approach to this process, models and quantitative methods for decision making.

According to a particular purpose, only the important **objectives of this work are:**

1. Analyze the theoretical principles that define the nature and content of the "decision-making" in a market economy, the essence of management decisions features making factors and their quality and efficiency.

2. To view the process of decision-making: principles and stages of the process, the role of the head of it, and factors impact on this process.

3. To consider and identify methods of improving management decision making, use a scientific approach to decision, and the use of methods and models of optimization of management decisions.

4. Analyze the current state of the problem of "management decisions" LLC "Faktor-Urozhaya", Sumy.

5. Suggest new methods and models of management decisions for implementation in LLC "Faktor-Urozhaya", Sumy

The object of the study is the decision making process in the system of administrative management to achieve more efficient development of LLC "Faktor-Urozhaya", Sumy.

The subject of the study is to model and methods of management decisions in terms of economy of Ukraine.

The practical significance of the work done is the ability to use in practice HR department of modern methods of management decisions and their impact on the effectiveness of the company.

Information base of research are scientific works and leading foreign experts on the chosen topics, these financial statements and Management Department staff.

Technology decision-making involves a sequence of administrative operations and procedures. This diagnosis of the problem; identify possible ways of its solution: assessment of options; choose the best option. These methods are the methods of studying the problem (diagnosis) which involves the use of methods that allow and fully describe the problem and identify the factors that led to it. Important place belongs to methods of accumulation, processing and analysis, factor analysis, comparison, analogy and so on. In particular, considerable widely used two groups of methods: methods of economic analysis and forecasting. They are used for the purpose of objective assessment of the current state of the company and anticipate "what will happen if nothing change." These methods are based on the statistical data of past periods in a particular field.

Thesis consists of an introduction, three chapters, list of references that includes 85 publications, applications, 22 tables, 14 figures. Full volume of 78 pages, of which the main text - 70 p.

Methodical recommendations for research, writing, design and defense of theses in the specialty D3 "Management" EP "Administrative Management" Degree "Master"