

**HIGHER EDUCATIONAL INSTITUTION  
“KROK” UNIVERSITY**

**DEPARTMENT OF  
INTERNATIONAL BUSINESS**

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**GUIDELINES**

**for the preparation of Qualification Paper  
for Bachelor degree students**

**Branch of knowledge 07 "Management and administration"  
Specialty 073 "Management"  
Educational program "Management (English)"**

**Kyiv – 2024**

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These guidelines outline the requirements and standards for the preparation and design of the main elements of Qualification Paper: contents, titles, graphic materials, tables, formulas, etc., as well as the stages of fulfillment and defense of Qualification Paper.

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the Department of  
International Business  
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## INTRODUCTION

Methodological guidelines for the preparation and defense of Qualification Paper regulate the organization of the educational process at the final stage of professional training of specialists of the educational qualification level "bachelor." The regulation was developed in accordance with the Law of Ukraine "On Education" of 05.09.2017. No. 2145-VIII (as amended), of the Law of Ukraine "On Higher Education" dated 01.07.2014 No. 1556-VII, Resolution of the Cabinet of Ministers of Ukraine of 23.11.2011 No. 1341 "On Approval of the National Qualifications Framework," Order of the Ministry of Education and Science of Ukraine of 07.02.2024 No. 134 "On Approval of the Regulation on the Procedure for Expulsion, Interruption of Education, Renewal and Transfer of Persons Enrolled in Higher Education Institutions and Granting them Academic Leave" and in accordance with the Regulation on the Organization of the Educational Process at the "KROK" University approved by the order of the "KROK" University of 25.06.2024 No. 55-4, Regulations on the Examination Commission, approved by the order of the "KROK" University of 20.12.2021 No. 126-6, Regulations on the organization of performance and protection of diploma works, approved by the order of the Rector of the "KROK" University of 18.09.2008 No. 070-3 (with changes approved by the order of the Rector of the "KROK" University dated 02.02.2012 No. 012-3), the Code of Academic Integrity of the "KROK" University approved by the order of the "KROK" University of 18.10.2018 No. 108-3, Regulations on the verification of academic and scientific texts for plagiarism at the "KROK" University approved by the order of the "KROK" University of 10.04.2020 No. 21-2. The bachelor's degree student (hereinafter – the applicant) prepares the qualification work as his own project according to the standard procedure at "KROK" University within the framework of which he plans his actions taking into account individual abilities and skills

Methodological recommendations are the basis that establishes uniform requirements for the quality of Qualification Paper and the organization of its preparation. The procedure for the defense of Qualification Paper is determined. Methodological recommendations are the basis that establishes uniform requirements for the quality of the thesis and the organization of its preparation. The procedure for defending a thesis is determined by the Regulation on the Examination Commission, approved by the order of the "KROK" University of 20.12.2021. No. 126-6 and the Regulation on the Organization of Performance and Protection of Diploma Works, approved by the Order of the Rector of the "KROK" University of 18.09.2008 No. 070-3 (with changes approved by the order of the Rector of the "KROK" University dated 02.02.2012 No. 012-3). Preparation and defense of qualification bachelor's Paper is carried out by applicants for higher education in Ukrainian, who study at the University according to the relevant programs.

Responsibility for the correspondence of the topic of Qualification Paper to the profile of the specialty and specialization of bachelor's training is borne by the supervisor of Qualification Paper, the Head of the project group (guarantor) of the

educational program and the Head of the graduating department as well as for the supervision and organization of its preparation.

## 1. GOALS AND TASKS OF QUALIFICATION PAPER

Modern multi-stage training of bachelor degree students in higher education institutions is completed by writing and defending of Qualification Paper (QP).

Successful defense of Qualification Paper is the main requirement to provide the young specialist with the appropriate qualification level.

Qualification Paper is an independent scientific research, which is a generalizing result of the educational, methodological and scientific work of the student in the chosen specialty and his/her ability to practically use the acquired knowledge.

Therefore, the preparation of QP and its defense before the Examination commission (EC) is an important and responsible stage of the preparation of a bachelor in Management. The QP in accordance with the requirements of the State Standard for the Preparation of Bachelors in the Specialty 073 "Management" was approved and put into effect by the Order of the Ministry of Education and Science of Ukraine dated October 29, 2018 No. 1165. The QP should involve solving a complex specialized task or practical problem in the field of management, characterized by the complexity and uncertainty of conditions, with the application of theories and methods of economic science.

Qualification Paper should not contain academic plagiarism, fabrication, falsification. Qualification Paper should be published on the official website of a higher education institution or its subdivision, or in the repository of a higher education institution.

The writing of Qualification Paper should be based on the usage of materials provided by public authorities or a company where a student is employed or has undergone scientific and industrial internship. The Paper should present a practical solution to the tasks set within the framework of the overall goal of the research study. The Paper should contain information on the testing or practical application of the results of bachelor's research.

To write Qualification Paper, a student must:

- have the necessary theoretical knowledge and skills of scientific research;
- master the methodology of the study;
- be able to apply the results in practice.

Materials for Qualification Paper can be provided by state institutions or the company where the student has been employed or passed the internship.

The results of the study should be tested or applied in practice.

The defense of Qualification Paper is an important stage in assessing the level of training of a graduate student.

A bachelor's degree is usually a prerequisite for further advanced training of young researchers who receive recommendations for training in a master's degree.

The task of Qualification Paper is a thorough coverage of the problem in the field of InterManagement. The analysis of the problem contained in Qualification Paper should be independent and objective. The completeness and

comprehensiveness of such an analysis depend on the elaboration and critical understanding of the maximum number of existing sources of literature.

In preparing Qualification Paper, the student must demonstrate the ability to independently process all types of documents and scientific research, in particular, foreign authors, analyze and summarize the material, make independent adequate conclusions reflecting the author's own contribution within the Qualification Paper.

In the process of preparing the Qualification Paper, the students must demonstrate the following program competencies:

**General competencies (GC):**

GC 3. Ability to abstract thinking, analysis, synthesis.

GC 4. Ability to apply knowledge in practical situations.

GC 9. Ability to learn and master modern knowledge.

GC 10. Ability to conduct research at the appropriate level.

GC 12. Ability to generate new ideas (creativity).

**Professional competencies (PC):**

SC 1. Ability to determine and describe the characteristics of the organization.

SC 2. Ability to analyze the results of the organization's activities, compare them with the factors influencing the external and internal environment.

SC 3. Ability to determine the prospects for the development of the organization.

SC 10. Ability to evaluate the work performed, ensure its quality and motivate the organization's personnel.

**Program learning outcomes (PLO):**

PLO 6. Identify skills in searching, collecting and analyzing information, calculating indicators to substantiate management decisions.

PLO 7. Identify organizational design skills

PLO 10. Have skills in substantiating effective tools for motivating the organization's personnel.

PLO 12. Assess the legal, social and economic consequences of the organization's functioning, including labor relations in the organization.

PLO 16. Demonstrate skills in independent work, flexible thinking, openness to new knowledge, and be critical and self-critical.

PLO 17. Conduct research individually and/or in a group under the guidance of a leader.

**IC.** Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

Formation of the object and subject of research is an indispensable element of QP. The object of study is a process or phenomenon that gives rise to a problem situation and is chosen for study. When this part of objective reality is chosen as the

topic of research, it becomes the subject of research. An object is something contained within an object. The subject of the study is the theoretical reproduction of objective reality, those essential connections and relationships that are subject to direct study in QP are the main ones that determine a particular study.

The object and subject of research as a category of the scientific process are correlated with each other as a general and partial. In the object stands out that part of it, which is the subject of research. It is on it that the main attention of the applicant is directed, it is the subject of the study that determines the topic of the Qualification Paper, which is indicated on the cover page as its name. The object and/or subject of research must be new.

QP of the applicant for a bachelor's degree is carried out in order to confirm the level of professional and scientific training of a graduate of the second level of higher education. The main task of QP is to demonstrate the ability to solve complex problems and problems in a certain field of professional activity, which involves research and/or innovation using modern economic and mathematical tools, statistical methods of analysis and data processing.

QP can not have a compilative character, in content and plan to repeat the work on the scientific direction, including the supervisor of the Paper.

Requirements to QP are the following:

- deep understanding of the professional problem;
- complex mastery of the material and methods of independent research, its consistent teaching;
- practical application of theoretical knowledge to solve specific problems in management.

## **2. SELECTION AND APPROVAL OF THE TOPIC AND THE SUPERVISOR OF QUALIFICATION PAPER**

The scope of topics of Qualification Paper are developed and annually updated by the Department of International Business, taking into account the peculiarities of the current state of Management.

The choice of research topic is an important element in the preparation of Qualification Paper and is largely the key to success. The choice of the topic, obviously, is the most responsible stage in scientific activity, which is carried out by the student independently from the list proposed by the Department during the first month of the 2nd semester of the 4th course of study in the bachelor's degree.

Having chosen a topic, the bachelor must realize the essence of the proposed idea, its novelty and relevance, significance. This facilitates the evaluation and final consolidation of the selected topic. Equally important is the problem of formulating the final topic of the work. The name of the Qualification Paper should contain the object and subject of research, the name of the problem being solved. The main requirement for the topic of Qualification Paper is its scientific relevance and expediency for scientific research. Qualification Paper, in comparison with Course Paper, which is a generalization of previous scientific research, should include a wider or deeper range of research, directing the future specialist to a theoretical rethinking of the scientific heritage, the formation and argumentation of his/her own vision of the problem under study.

Supervisor of Qualification Paper:

- assists the student in the final formulation of the topic, drawing up a work plan and a program for selecting the necessary material;
- recommends to the student special, normative literature and information sources on the chosen topic of Qualification Paper;
- regularly advises the student, and, if necessary, organizes consultations with other teachers of the University, monitors throughout the period the schedule of Qualification Paper, its quality and timeliness of writing;
- gives feedback on the Qualification Paper upon its completion.

The supervisor should help the student determine the most effective ways of research, comprehensively stimulate his/her creativity and independence in the performance of Qualification Paper.

QP is performed on the basis of in-depth study of special domestic and foreign scientific literature, best practices in international management, the results of their own research in order to solve certain professional problems, and also contains the results of theoretical, experimental research.

After processing the sources, the student makes a plan, which is coordinated with the supervisor, respective guarantors of the educational programs "Management (English)", the Head of the Department of International Business (hereinafter – the Head of the Department). The detailed plan is indicated in the Form-task on QP to the student (hereinafter referred to as the Task) (see Annex A), which, as agreed by the supervisor, can be adjusted, about which the corresponding records are made in the approved version. In the Task, the surname, name of the student's patronymic are

indicated, the topic and plan, the purpose of the task, the schedule of execution, as well as the deadline for submitting the finished work to the Department are fixed. The task is signed by the supervisor and student, approved by the Head of the Department. A blank task with the conclusion of the supervisor regarding the fulfillment of the requirements for the content and compliance with the schedule is submitted to the EC along with the completed Qualification Paper.

**Main stages of QP:**

Implementation of the Qualification Paper is carried out in several stages: the choice of the topic, familiarization with its theoretical and practical problems, drawing up a preliminary plan, selection of sources and actual material, consultation with the supervisor and clarification of the Paper plan, writing and registration of the Qualification Paper, transferring it to the Department for review, revision after review, defense. Performance of Qualification Paper can be divided into four stages, namely: preparatory, initial, basic and final. The content of each of them is presented in Table 1.

Table 1

Stages of Qualification Paper implementation

№	Name of the stage	Essence
I	Preparatory	<ul style="list-style-type: none"> <li>– familiarization with methodological guidelines for writing Qualification Paper;</li> <li>– familiarization with the subject of the Qualification Paper.</li> </ul>
II	Initial	<ul style="list-style-type: none"> <li>– selection of the topic of Qualification Paper;</li> <li>– Preliminary review of information sources;</li> <li>– determination of purpose and objectives, subject and object of research;</li> <li>– preparation of the oriented content of the Qualification Paper.</li> </ul>
III	Main	<ul style="list-style-type: none"> <li>– in-depth study of information sources;</li> <li>– preparation of the contents of the study and its approval by the supervisor;</li> <li>– writing a preliminary version of the final qualification work in accordance with the approved contents of Qualification Paper;</li> <li>– reviewing of the final version of Qualification Paper by the supervisor.</li> </ul>
IV	Final	<ul style="list-style-type: none"> <li><input type="checkbox"/> defense.</li> </ul>

Stages will determine the sequence of the final qualification work.

The preparatory stage of Qualification Paper is to familiarize students with the methodological guidelines for the implementation of the Qualification Paper, the requirements for its proper design, content, structure, etc. This stage also involves familiarizing students with the subject of Qualification Paper proposed by the graduating Department. The oriented topics of the graduation qualification Paper are given in the Annex of methodological guidelines (see Section 8).

The initial stage of the Qualification Paper is the choice and concentration on one of the topics of the Qualification Paper by the student, which corresponds to his/her interests, creative abilities and possible further implementation in the professional sphere.

When choosing the topic of the Qualification Paper, it is advisable to take into account: the student's professional orientation, personal desires and plans of the student to deepen knowledge on individual topical problems of the development of management and international business and the possibility of using materials from enterprises, organizations, institutions from the chosen direction of research, the availability of a sufficient number of literary sources, developments from related subjects of related disciplines.

The main stage of Qualification Paper. After the topic of Qualification Paper is determined, students independently select information sources (books, monographs, articles, legal and electronic sources of information) on the chosen topic.

After compiling a bibliography, applicants begin to study the sources. A deep critical analysis of literary, official, departmental and statistical sources makes it possible to find out the current state of the most important issues on the topic of final qualification work and the level of their development. Having clearly defined the directions, volume and nature of the information required to perform the research activity, it is necessary to draw up the most appropriate plan for Qualification Paper, observing the requirements for its preparation, defined in the previous section of the methodological recommendations.

The next step in the implementation of Qualification Paper should be the content of the structural parts of Qualification Paper allocated in the plan: introduction, main part, conclusions, list of sources and applications used.

The final stage is the review of Qualification Paper by the supervisor and the defense of the Paper by the applicant/applicant.

If there are changes and clarifications to QP on topic/object, the Task is changed accordingly.

The student determines the tasks for QP together with the supervisor after the approval of the topic, before the start of the (pre-diploma) internship and records them in the practice diary, which indicates the calendar plan for the implementation of each component and the tasks of scientific research on the problems of a real enterprise.

After the final agreement of the topic of QP with the supervisor, the student submits an application addressed to the Head of the department, in which he/she notes the name of the topic and the full name of the object of research (see Annex A).

During the writing of QP, questions about the state of their training by students and their compliance with the calendar schedule of preparation of QP are systematically heard at meetings of the department.

### 3. STRUCTURE, CONTENTS AND METHODS OF QUALIFICATION PAPER PREPARATION

Since the Qualification Paper, it is evaluated not only by the theoretical scientific value, the relevance of the topic and the applied significance of the results obtained, but also by the level of general methodological training, which is primarily reflected in its composition.

The **structure of the Qualification Paper** should contain:

- cover page (see Annex B)
- declaration of honour (see Annex F)
- abstract
- contents (plan) (see Annex E)
- introduction (see Annex I)
- the main part (the contents of the Paper is set out in sections, subsections) (see Annex J)
- conclusions
- references (see Annex C);
- annexes (if necessary)

QP should also contain:

- Feedback from the supervisor (see Annex G)
- External review (see Annex H)

The **cover page** of Qualification Paper contains the name of the educational institution where the Qualification Paper was done (“KROK” University); surname, name of the student, name of the Paper; scientific degree, academic title, surname, initials of the supervisor (see Annex C).

The **contents** (plan) is submitted at the beginning of Qualification Paper preparation. It contains the names and numbers of the initial pages of all sections, subsections, paragraphs, paragraphs, including introduction, sections, conclusions to sections, general conclusions, a list of of references, annexes, etc.

An **abstract** is a short, concise description of any text, study, project, or other material. It should contain the main idea, purpose, results and conclusions of the Paper.

\*Sample of abstract with keywords (on the example of a scientific article).

Project management efficiency in the conditions of uncertainty

(i.e. the name of the Paper is indicated)

**Abstract:** This research is dedicated to studying the effectiveness of project management in conditions of high uncertainty. The goal of this research is to develop a project management model that will minimize the risks associated with uncertainty and increase the likelihood of successful project completion.

**Keywords:** project management, uncertainty, risks, management model, effectiveness.

**Introduction** is a very responsible part of Qualification Paper, as it contains all the necessary qualifying characteristics of the research study. By volume, it is usually 3-5 pages. The introduction provides a general description of the Qualification Paper in the sequence recommended below.

Relevance of the topic. By critical analysis and comparison with known solutions to the problem (scientific problem) clearly, substantiate the relevance and expediency of Paper for the development of the relevant field of science or production, especially in favor of Ukraine.

Relevance is a mandatory requirement for any Qualification Paper. Therefore, it is quite clear that the introduction to it begins with the justification of the relevance of the chosen topic. The ability to choose a topic, correctly understand and evaluate it from the point of view of timeliness and social significance characterizes the scientific maturity and professional training of the author of the Bachelor Qualification Paper. To highlight the relevance, one page is enough, where the main thing is highlighted – the essence of the problem situation. It will not be difficult to clearly and unambiguously define a scientific problem and, thus, formulate its essence if the student manages to show where the line between knowledge and ignorance on the subject of research lay.

Goal and objectives of the research study. – this is the prediction of the result, the determination of optimal ways to solve problems in the conditions of choosing methods of research; the objectives of the study are determined by the goal and represent specific sequential solutions to the problem. This is usually done in the form of listing (to study..., to describe..., to establish..., to detect..., to derive the dependence... etc.). It is necessary to formulate tasks as carefully as possible, since the description of their solution is the contents of the sections of Qualification Paper. Formulate the goal of the Paper and the tasks that need to be solved to achieve it. The goal of the Paper is usually closely intertwined with the name of the Qualification Paper and should clearly indicate what exactly is being decided in the Qualification Paper. Here is the formulation of the object and subject of research, which is a mandatory element of the introduction.

An object is a process or phenomenon that gives rise to a problem situation and is chosen for study. The object is contained within the object. The object and subject of research, as categories of the scientific process, are correlated with each other as general and partial. In the object stands out that part of it, which is the subject of research. It is to him that the student's main attention is directed, since the subject of the study determines the topic of the Paper, which is indicated on the cover page as its name.

Methods of research. Provide a list of used methods of research or achievement of the goal set in the work. It is necessary to list them not distracted from the content of the work, but briefly and meaningfully determining what exactly was studied by this or that method. This will make it possible to verify the logic and acceptability of the choice of these methods. It is recommended to use economic and mathematical models to study certain aspects of research.

The introduction describes other elements of the scientific process. These, in particular, include a reference to which actual material this Paper was performed.

Here is a description of the main sources of information (official, scientific, literary, bibliographic). The student must outline the main stages of the development of scientific thought in the problem. Briefly, critically covering the research work of predecessors, it should be called those issues that remained unresolved, to prove the need for the preparation of Qualification Paper. We emphasize that the historiographical overview is an obligatory part of the introduction, where the student gives an assessment of all any significant works that affect the topic of the research, highlighting both the positive aspects and the shortcomings of these works, and even erroneous provisions (if any) (see Annex J).

In the sections of the **main part** of the Qualification Paper, the study itself is carried out and its results are summarized. The content of the sections of the main part should exactly correspond to the topic of Qualification Paper and fully disclose it.

The first section (the volume of which is not more than 20-25 pages of printed text, set out in two or three subsections) should contain:

- presentation of the main theoretical provisions that determine the essence and content of the subject of the topic under research study, based on the goals and objectives of the Qualification Paper;

- consideration of various points of view of leading experts on the issues under research study based on the analysis of literary and other information sources;

- identification of priority issues subject to priority resolution. This section should form the theoretical basis for the second and third sections. In the first subsection, the essence of the problem under research study and the degree of its development are considered, modern concepts are analyzed, discussion aspects and unresolved issues regarding the problems of research are determined. The following subsections outline the theoretical and methodological foundations for the development of the chosen topic, make a literary review, analyze different points of view, the essence of phenomena. The theoretical justification should determine the role and place of the studied phenomena and processes in the activities of the organization.

This section should not be a statement of well-known provisions on academic disciplines, but an analysis of theory on the topic chosen by the student. At the same time, the student is critically aware of the facts, gives them his own assessment. The theoretical side of the problem, given in the first section, should demonstrate the level of knowledge of the student, his erudition in this area and become a tool for solving the tasks set in the Paper.

In the second section of the Qualification Paper, an analysis of the state of the problem under study is carried out. The structure and content of the second section are analytical in nature and depend on the specifics of the Qualification Paper. The purpose of this part of the section is to substantiate the problem and formulate the directions for solving the problems specified in Section 1.

To reduce the text of the presentation of the section, the student should widely use the actual material in the form of tables, figures, diagrams and graphs. To avoid a superficial presentation of the material in this section, it is necessary to constantly compare the goals and objectives of the Qualification Paper with the results of the

analysis. Therefore, the student from the actual material must select the most significant, limiting, if necessary, the amount of research or narrowing the range of problems under consideration.

The section should end with a list of the main problems of the research object and possible ways to solve them. The volume of the second section should not exceed 30-35 pages of printed text.

In the third section, based on the results obtained, proposals, recommendations, measures to achieve goals in accordance with the topic of Qualification Paper are considered. In this case, the student must show independence and initiative.

In this section, trends in the dynamics of the studied problems and phenomena determined by the results of the study are determined, prognostic estimates regarding the prospects for the development of the studied processes are justified. Proposals aimed at improving the activity of the research object are the result of solving the problems formulated in the analytical part. Each proposal should be presented in the form of reasonable specific recommendations and proposals.

The volume of the third section should be no more than 25-30 pages of printed text.

The general **conclusions** of the bachelor's work play the role of completion, due to the logic of the research study in the form of synthesis of the accumulated scientific information in the main part. This synthesis is a consistent, logically coherent presentation of the obtained final results and their ratio with the general goal and specific tasks set in the introduction. Here is contained the so-called "deductive" knowledge, which is new in relation to the original knowledge. It is it that is submitted for discussion and evaluation in the defense of Qualification Paper.

Conclusions should contain:

- summary of the results of theoretical and applied analysis of the research object with the indication of positive and negative aspects, as well as unrealized opportunities;
- list of measures aimed at solving the problem, improving the effectiveness of the object of research;
- obtained qualitative and quantitative indicators;
- the economic and social effect obtained with the possible implementation of the measures proposed in the bachelor's work.

Conclusions are recommended to begin with the words: "considered," "established," "shown," "proved," etc. The volume of conclusions should be 3-5 pages of printed text.

The **references** used is systematized in accordance with the nature of documents and literature and is placed according to the rules presented below (see Annex D).

**Selection of materials and writing of the Paper.** The definition and selection of materials for bachelor's research is a very important stage in the writing of scientific Paper. The student selects literature independently, in consultation with the supervisor. It is important to identify the main and auxiliary literature, and first of all, research monographs, which have sections relating to individual issues of Qualification Paper. The necessary literature can be selected by catalogs of scientific

libraries: systematic, subject, alphabetical. In addition, the selection of literature can be useful thematic bibliographic indicators, as well as lists of literature given in monographic publications.

Studying the literature, the student should write out individual provisions, facts and digital data, analyze, compare, generalize. Accumulated materials are systematized and distributed in the relevant sections and paragraphs. Working on the selected material, the student analyzes it, with the help of the supervisor carries out appropriate statistical processing, explores and determines important patterns of movement of Management.

In the process of working on the original actual material, the student is obliged to show the ability to group and compare statistical data, build tables and graphs, apply various methods of processing the actual material.

**Annexes.** If necessary, it is advisable to include auxiliary material necessary for the completeness of the perception of the Qualification Paper: the full text of some important documents, tables of auxiliary digital data, illustrations of an auxiliary nature, a list of terms, abbreviations, etc.

Qualification Paper must meet certain requirements for the style of presentation of the material. The wording of the name of the topic, sections and subsections should be clear, concise and, at the same time, most fully reflect the essence and content of the issues under consideration.

The text should not contain expressions such as: "I believe," "it seems to me," "we have accepted," etc. Instead, expressions are recommended: "according to the author," "it is considered appropriate," "as evidenced by the analysis," etc.

The material is delivered competently, in a simple scientific style, should not contain repetitions and should not be overloaded with quotes. Simple rewriting of literary sources is not allowed.

The total amount of borrowed material (if there are references to primary sources) in the Qualification Paper should not exceed 25%. Borrowing and quoting without reference to the original source (plagiarism) is prohibited. The presence of more than 10% of borrowings without reference to the primary sources in the text of the Qualification Paper is the basis for an unsatisfactory assessment of the scientific research and the inadmissibility of the Paper by the supervisor to the Examination Commission.

#### 4. BASIC REQUIREMENTS FOR QUALIFICATION PAPER DESIGN

Qualification Paper is drawn up on sheets of white Paper of A4 format (210 \* 297mm). Text is typed on a personal computer using the WORD text editor or other more powerful editors: **font** – Times New Roman, **size** – 14, **interval** – 1.5; margins: left – 25 mm, right – 15 mm, upper – 20 mm, lower – 20 mm; **alignment** – width. The text of Qualification Paper is located on one side of a standard sheet of Paper. Pages are numbered in the upper right corner, the page number on the cover page is not indicated, but is included in the total number of pages of the Paper. Diagrams, graphs, figures and formulas are executed by appropriate means of text and graphic editors.

**The total volume of the main text** (*including* list of references, but *without* appendices) is 65-80 pages of printed text.

While designing of Qualification Paper it is necessary to stick to the following requirements:

1. The text of Qualification Paper should be divided into sections and subsections. Section names should be meaningful and stand out in capital letters, and subsections – in small letters with the exception of the first capital letter with which the name begins. In this case, transfers and underscores in the Headings are not allowed, a dot at the end of the Header is not placed. Sections are assigned a number indicated by an Arabic digit with a period. Subdivisions shall be numbered within each section. The subdivision number consists of the partition number and the subdivision sequence number separated by a period. At the end of the unit number is also put a point. The distance between Headings and text must be at least 15 mm.

2. Titles of the introduction, titles of each section, conclusions, list of references and other information sources, applications begin with a new page, and subsection titles – on the page where the previous subsection ends.

3. The numbering of pages of text should be uniform from the cover page to the last page of the annexes, but the numbers on the pages are affixed from the first page of the introduction. Pages are numbered in the upper right corner of the page without a dot at the end.

Numbering of pages, sections, subsections, diagrams, tables and formulas is represented by Arabic numerals. The cover page is the first page of the Qualification Paper and is taken into account in the total amount of Paper but the number "1" is not displayed on the cover page, the number of the next page will be "2," all page numbers are displayed on the right at the bottom of the page. The location and font style of the page numbers must be the same throughout the text. Table 2 shows the correct page numbering of all parts of the Qualification Paper and the pages that should be listed in the table of contents.

The section number is numbered in Arabic numerals after the word "SECTION." Subdivisions are numbered within each section using the partition/subdivision number and subdivision sequence number.

Table 2.

## Peculiarities of numbering of individual parts of QP

	PAGE NUMBER	PAGE IS COUNTED	NUMBER ON PAGE	LISTED ON TOC
COVER PAGE	1	YES	NO	NO
DECLARATION OF HONOUR	2	YES	NO	NO
CONTENTS	3 Arabic Numerals	YES	YES	NO
TEXT OF MAIN PART	Arabic Numerals	YES	YES	All Headings and Subheadings
CONCLUSIONS	Arabic numerals	YES	YES	YES
REFERENCES	Arabic numerals	YES	YES	YES
ANNEXES	Arabic numerals	YES	NO	YES

4. Figures, diagrams, diagrams, graphs and tables are placed both on one page with printed text, and on separate pages, immediately after reference to them by text. When using tables, figures from literary sources or made according to these sources, it is necessary to refer to the relevant sources.

All tables are numbered within each section with two Arabic numerals, which are separated by a period. The first of them indicates the number of the section, the second is the ordinal number of the table in this section. Each table must have a thematic title that is placed directly above the table. On the left above the thematic title, the word "Table" is written and its number is indicated, the first digit is the section number, the second is the table number, for example:

Table 1.1

**Name of the table**

Heading						Column Headings
						Column Subheadings
Lines						

Source: [11]

If the table is placed on two or more pages, then its number and title are indicated only on the first page, and on all subsequent ones above the table "continuation of table 1.1" is indicated.

Tables and figures, which occupy a whole page in size, are executed on separate sheets, which are numbered sequentially depending on their connection with the text or are submitted to applications with the corresponding link in the text.

5. When using figures and graphs, the word "Fig." with a number is placed under the figure or graph and the name of the illustration is written side by side, the first digit is the section number, the second is the figure number, for example:

/ FIGURE/

Fig. 2.1. Geographical structure of FDI received by Ukraine in 2020-2024

Source: [12].

6. If figures and tables are placed rotated on the page, then they must be oriented to its left field.

7. Formulas are numbered within the section in Arabic numerals to the right of the formula and enclosed in parentheses. The designation of each symbol of the formula or coefficient is deciphered in the form of a column from a new line. In this case, the first line of explication is started with the word "where," for example:

$$\Delta Q/Q = -(\alpha L m^2 \varepsilon)/2 \quad (1.8)$$

where  $\Delta Q$  is the change in well-being,

$Q$  – initial GDP,

$m$  – level of external migration,

$\alpha L$  – the share of labor in income,

$\varepsilon$  – the elasticity of wages relative to labor.

8. References in the text to figures, tables, formulas must be performed according to the forms: "As can be seen from Fig. 3.5...," "Calculations carried out according to the formula (2.6) indicate...," "Table 1.3 gives "

9. Reduction of words in the text of the work and illustrations to it, in addition to generally recognized abbreviations, is allowed only after the given full and abbreviated (in brackets) words and concepts.

10. References to literature and other information sources are given in square brackets at the end of the sentence. For example: [5], [12, p. 43], where numbers denote the serial number of the source in the list of references and page numbers. If a link occurs to several sources at once, they are separated by semicolons. For example [7; 19], [3, c. 78; 5, c. 23-24].

11. The list of references includes bibliographic descriptions of the sources used in the language of the text of the publication.

12. Annexes to the qualification Paper are drawn up as follows: in the right corner of the sheet write the word "Annex" and indicate its serial number (A, B, C, D, etc.). Annexes are not included in the total number of pages.

13. The bibliographic reference may contain the following elements:

- title of bibliographic record (author's name);
- the main name of the document;
- information related to the name (explain and supplement it);
- information on liability (contain information about the persons and/or organizations involved in the creation of the document);

- information about the repetition of the publication (contain information about changes and features of this publication relative to the previous one);
- initial data (contain information about the place of publication (issue), the publisher and the year of issue of the document);
- designation and serial number of a volume, number or issue, if there is a reference to a work or publication from a multi-part (multi-volume or serial) document;
- information on the volume (number of pages) of the document (in case of reference to it in general);
- the name of the document (journal, collection, newsPaper, etc.) in which the link object is published (for example, an article);
- information about the location of the link object – the page number in the document (in the case of a link to its part);
- notes (in reference to the electronic resource, deposited scientific work, etc.).

Qualification Paper is signed by the student on the cover page and folded as brochure is presented to the department for supervisor's feedback and the supervisor's decision on admitting the Paper to defence.

## 5. PRESENTATION AND VERIFICATION OF QUALIFICATION PAPER

The completed Qualification Paper is signed by the student, intertwined and submitted for feedback by the supervisor no later than 20 days before the date of defense. Untimely submitted Paper are not accepted for defense.

Supervisor in feedback:

- gives an assessment of the relevance of the topic of bachelor's work;
- reveals the content of the main questions and tasks set in the work;
- assesses the theoretical level of Qualification Paper, the use of modern methods in it;
- shows the main results of Qualification Paper;
- reflects the reality of the practical implementation of the proposals and recommendations of the student;
- evaluates the independence and attitude of the student when performing Qualification Paper;
- recommends or does not recommend the Paper for defense before the Examination Committee, taking into account the results of antiplagiarism test of the Paper.

After receiving the feedback, the student submits the Qualification Paper to the Head of the department of International Business no later than 10 days before the date of defense, after which the Paper is sent to one of the previously approved reviewers.

The review notes:

- relevance and appropriateness of the research topic;
- compliance of materials of Qualification Paper with goals and objectives, as well as the degree of their implementation;
- the level of theoretical and practical elaboration of problem;
- the quality and reliability of the conclusions, proposals, recommendations formulated in the Paper, the correctness of the calculations;
- degree of originality of the results obtained during the analysis and development of solutions;
- positive aspects and shortcomings of the Paper;
- proposal to the Examination Committee to evaluate the Paper.

The review signed by the reviewer indicates his/her position and place of work, academic degree and academic title. The signature of the reviewer is sealed by the personnel department or office at the place.

The completed Qualification Paper with the feedback of the supervisor and review is submitted to the Head of the Department of International Business, who signs it and transfers it with all the necessary documents to the EC for further defense.

The student prepares illustrative material (PowerPoint presentation and handout for EC members) for the defense of Qualification Paper. The amount of illustrative material should be sufficient to describe the essence of the research performed and is determined specifically by the topic. The total duration of the

speech during the defense of the Qualification Paper should be no more than 10 minutes.

The Paper is evaluated by the Examination Commission on the credit-modular system. When evaluating the Qualification Paper, its content, depth of research, the content of the student's defence report, the correctness of the answers to the questions of the commission members, the ability to justify and defend student's point of view, the design of the Paper are taken into account.

## 6. DEFENSE OF QUALIFICATION PAPER

QP should be performed by the student in full accordance with the approved calendar plan, tasks and the requirements defined above for content and design. In cases of lagging behind schedule, the student is obliged to provide an explanation to his/her supervisor or Head of the department.

For the period of execution of QP, a schedule of consultations of scientific supervisors is drawn up at the department. The purpose of systematic consultation is to assist the student: in the selection of literature and normative sources, the formation and elaboration of information support for research, the choice of its methods, forms of coverage of research results, etc.; in compliance with the requirements for the content and design of QP, timely elimination of deviations. Prompt and careful implementation of the recommendations of the supervisor contributes to the timely implementation of QP and is the key to successful defense.

In accordance with the calendar stages, the student must submit the Paper in parts for review, and within the deadline set by the schedule, submit the completed QP for feedback to the scientific supervisor.

On the completed QP the supervisor gives a brief review (feedback), in which (which) states:

- relevance of the research study;
- the modernity of the research methods used;
- the level of usage of theoretical knowledge acquired in the educational process during the study;
- the ability to independently solve scientific and practical problems; it is logical, consistent, reasoned to present the material and draw conclusions;
- participation of the student in the given experimental studies, theoretical processing of the results obtained, formulation of the scientific position/idea/methodology;
- completeness of topic disclosure;
- prospects of the proposed recommendations;
- deficiencies and comments;
- recommendations for defense.

Violation by the student of the calendar plan for the implementation of QP and its delivery to the department is recorded by the supervisor, who informs the Head of the department. In case of a significant violation of the schedule, the supervisor is obliged to inform the Head of the department and submit the question to the department meeting, but no later than 30 days before the meeting of the examination commission for QP defense. An extract from the minutes of the department meeting is transmitted to the Director of the institute, who draws up a memo addressed to the Rector of “KROK” UNIVERSITY and a draft order to expel a student from the University.

According to the results of the consideration, the student by the decision of the department may not be allowed to defend it.

In order to ensure the preliminary defense of QP, commissions consisting of 2 teachers are created at the department. As a rule, the scientific supervisor is not a member of the commission for preliminary defense of the Paper.

The purpose of the preliminary defense of the Paper at the department is:

- verification of compliance with the requirements for the content of the Paper (based on the submitted task) and its execution;
- checking the availability of all accompanying documents (certificate from the enterprise, feedback from the supervisor, materials for testing the results of the study (photocopies (extracts) of the programs of scientific conferences, abstracts of reports, scientific articles), act of implementation, etc.);
- checking the readiness of the student to protect the Paper (fluency in the material of QP, ability and positive answers to questions about the essence and results of the study, the availability of demonstration material for defense of the Paper).

The EC makes a generalized conclusion about the readiness of QP for defense, which is indicated in the Task.

QP, which are submitted to the department in violation of the established terms of Paper preparation within preliminary defense commissions, are not accepted for consideration without the permission of the Head of the department.

After the preliminary defense of the Paper at the department, the registration of QP and admission to external reviews is carried out, but not later than 5 working days before the start of the commission activity. In the same period, the student submits to the department an intertwined QP.

Leading specialists of enterprises, entrepreneurial and scientific structures, state institutions, as well as teachers of other higher educational institutions with higher economic education, significant experience in the specialty, preferably the degree of candidate (doctor) of economic sciences are involved in the external review of QP.

External review is provided in writing in any form and must contain:

- conclusions on the relevance of the chosen topic, the practical significance of the completed Qualification Paper;
- description of the completeness of the task for disclosing the topic of the completed Qualification Paper, compliance of the content of the Paper with the task;
- conclusions on the usage in the Paper of modern research methods, methodological approaches to improving the activities of the enterprise in accordance with the direction of the topic, elements of scientific novelty;
- evaluation of specific proposals, recommendations for improving the management of certain aspects of activities, increasing its effectiveness;
- assessment of the general impressions of the completed Qualification Paper (design, logic, style and literacy of presentation, etc.);
- other issues at the discretion of the reviewer;
- conclusion of the reviewer on the compliance of the quality of the performed QP with the respective requirements; the possibility of admitting it to defense. If desired, comments and opinions can be made on the evaluation of Qualification Paper according to the four-point system: excellent, good, satisfactory, unsatisfactory.

The reviewer must sign and indicate his surname, name and patronymic, place of work and position he/she holds, and certify the signature. To prepare the student for explanations on the possible comments of the reviewer, the student is given the opportunity to read the review before defending the Paper at the EC meeting (Examination commission).

With a negative review by an external reviewer or the presence of significant comments on the content and design of QP, it should be finalized and submitted for re-review. About this fact, the student must necessarily inform the supervisor and the Head of the department.

After receiving positive external review, the Paper is brochured in hard binding. Accompanying materials (feedback (reference) of the enterprise-object of research, external review, approbation materials, acts of implementation, etc.) are enclosed in an envelope that is glued to the inside of the cover of the Paper.

The Qualification Paper is registered at the department and submitted to the Head of the department, who must decide on the admission of the student to the defense of QP at a meeting of the EC.

In case of detection of formal inconsistencies, including in the wording of the topic, the name of the enterprise (organization), the materials of which the study was performed, etc., QP not registered, is not accepted for review and is not allowed for defense.

Admission to defense is carried out by a corresponding record of the Head of the department.

If the Head of the department considers it impossible to admit QP to the defense because of its unsatisfactory quality, then the question should be heard at a meeting of the department with the participation of the supervisor. The discussion is formalized by the protocol and submitted for approval to the dean of the faculty and the Rector of the “KROK” University.

QP defense takes place at an open meeting of the EC, which is formed in accordance with the areas of educational program.

The composition of the EC and the schedule of its activity are approved by the Rector of the “KROK” University.

The following documents are submitted to the EC meeting before the defense:

- excerpt from the Rector's order approving the personal composition of the AC;
- list of students of the examination group who are admitted to the defense of the QP with the signature of the dean of the faculty;
- a certificate from the dean's office on the student's implementation of the curriculum and on the assessments received by him/her in theoretical disciplines, educational and production practices;
- QP of the student;
- written feedback of the scientific supervisor of QP;
- external review of QP;
- other materials that characterize the scientific and practical value of the performed QP (certificates on the employment of student proposals in the practical

activity of the enterprise, published articles by the student on the topic of QP, approbation materials of scientific research results, etc.).

In preparation for the defense, the student must agree with his/her supervisor a concise report on QP as well as a presentation using computer technology for 10 minutes, the necessary handout – a clear illustration of the relevant statements during the report, the content and quality of which is checked by the supervisor.

Table 3

Structure of presentation

<b>№ of slide</b>	<b>Content</b>	<b>Recommended duration (min.)</b>
Slide № 1	Full name of the student, the name of the University, the department, the name of the educational program, the topic of the Paper, year.	1
Slide № 2	<b>Relevance of the research study:</b> Why is this topic important and relevant today?	1
Slide № 3	<b>Goal and objectives of the research study:</b> What goals did you set for yourself and what tasks did you solve?	1
Slide № 4	<b>Object and subject of research study</b> <b>Research methods:</b> What methods did you use to collect and analyze data?	1
Slide № 5	<b>Theoretical basics of the study:</b> -Theoretical approaches to the problem under research study. -Analysis of the scientific literature on the research issue.	1
Slide № 6	<b>Analysis of existing practices:</b> -Description of the current state of the problem under study. -Identify the strengths and weaknesses of existing solutions.	1
Slides № 7-9	<b>Presentation of analytical results</b> -Description of the research study (experiment, survey, etc.) -Presentation of the obtained results in the form of tables, graphs.	1
Slides № 10-11	<b>Analysis of the results obtained:</b> -Interpretation of the data obtained. -Comparison with other research studies.	1
Slide № 12-13	<b>Suggestions for improvement:</b> -Specific recommendations for solving identified problems. -Evaluation of the effectiveness of the proposed solutions.	1
Slide № 14	<b>Conclusions:</b> -Summary of key findings -Confirmation or refutation of hypotheses	1
<b>Overall duration of presentation</b>		<b>10 min.</b>

The volume of the text of the report should correspond to 10 minutes of the speech, contain the main results of the analysis of the materials of the research object and creative developments on the proposals and recommendations that are the result of the research study, with an emphasis on the elements of scientific novelty and practical significance of the Paper. Before defending, student should carefully read the review, pay special attention to the comments made by the reviewer and, if possible, eliminate these shortcomings or give a reasoned answer in the report.

Visual materials should consistently illustrate the student's report and ensure the completeness of coverage of all provisions within the defense.

The defense procedure is recorded by the secretary of the commission.

The student briefly reports to the commission on the essence of the research study, gives an assessment of the results obtained, illustrating the report with visual materials.

After the student's report, review of the QP is read out and the student answers all the comments.

During the defense of the QP, members of the EC, teachers present at the defense, specialists can ask students questions about the content of the QP. The student's answers should be specific, reasoned and concise.

After the student answers the questions, the feedback of the supervisor of the completed QP is announced.

If the defense of the QP did not take place for valid reasons, about which the student must submit the relevant documents, the Rector of the University can extend the term of his studies until the next term of the EC for the defense of the QP, but not more than one year.

After the finalization of the activity, the EC compiles a report, which reflects the main quantitative indicators on the level and quality of success in defenses conducted, the characteristics of the QP completed on the introduction of specific proposals into the practice of existing enterprises, the use of modern information and computer technologies in analytical research, etc.

Defended QPs are handed over to the KROK archive no later than 3 days after the completion of the EC activity, where they are stored for 75 years.

## 7. EVALUATION COMPONENTS WITHIN THE ASSESSMENT OF QUALIFICATION PAPER ON THE CREDIT-MODULAR SYSTEM

Type of activity	Quantity of points
Theoretical and analytical level of Qualification Paper : clarity of the formulation of the object, subject, goals and objectives of the Paper and assessment of their implementation, the logic of the Qualification Paper structure, its laconic completeness, the ability to generalize the material and draw conclusions, the independence of the research study	<b>70</b>
Relevance of the the research topic	<b>4</b>
Existence of references	<b>2</b>
Adherence to grammar and stylistic rules	<b>2</b>
Compliance with the requirements for text design, font, indents, fields, design of tables, figures, annexes	<b>2</b>
The student's ability to present the results of the research, logically structure the report and bring it to the audience in a concise form	<b>10</b>
Answers to questions (clarity of wording and compliance with a given question)	<b>10</b>
<b>Overall quantity of points</b>	<b>100</b>

To translate the sum of points into a score according to the national scale, a compliance scale is used:

### Compliance scale

Marks on a 100-point scale	Marks on the national scale	
90-100	5	Excellent
81-89	4	Good
75-80		
66-74	3	Satisfactory
60-65		
50-59	Paper can be admitted for defense	
1-49	Paper can not be admitted for defense	

## **LIST OF TOPICS FOR QUALIFICATION PAPERS**

**(Specialty 073 "Management", Educational program "Management (English)") (updated yearly)**

1. Analyzing the impact of digital technologies on the efficiency of organizational management
2. Using big data in management: opportunities and challenges
3. Emotional intelligence in management: impact on team performance
4. The role of leadership in creating a corporate culture
5. Social responsibility of business: impact on the competitiveness of the organization
6. Strategies for sustainable development of enterprises in the context of environmental challenges.
7. Strategies for managing changes in a volatile market
8. Management of innovation processes in startups
9. Human resource management in the era of remote work
10. Project management using Agile methodology
11. Theoretical and practical aspects of the corporate volunteering tools utilization by multinational companies
12. Theoretical and practical aspects of the influences corporate social irresponsibility in domestic and international markets on company reputation
13. Theoretical and practical aspects of the impact of brand origin and corporate social responsibility initiatives on consumer perceptions in international cosmetics market
14. Gender diversity as a factor of organizational competitiveness
15. Efficiency of project management in non-profit organizations

## 8. ACADEMIC INTEGRITY

Qualification Paper is subject to plagiarism procedure (Rector's Order 59-1 from 21.07.2015).

The final version of Qualification Paper after verification by the scientific supervisor must be sent by e-mail in WORD format to the methodologist of the graduating department no later than three weeks before the date of defense for plagiarism checking. According to the approved procedure, the methodologist of the graduating department must send the Qualification Paper to the appropriate department to check for plagiarism. Within 10 days, the methodologist of the graduating department is provided with a report on the results of the plagiarism check.

In accordance with the provisions of the Code of Academic Integrity of the “KROK” University QP must not contain any plagiarism, in particular:

- appropriation of authorship – declaring himself the author of someone else's original scientific work; publication under his own name of scientific work written jointly with other persons, without specifying their names;
- copying other people's materials into their scientific work without making changes to the borrowed and without proper citation;
- a combination of proper and borrowed arguments without proper citation;
- hidden incorrect borrowing – inclusion in their scientific work of other people's materials with minor changes in the copied material (reformulation of sentences, change in their word order, etc.) and without appropriate citation;
- self-plagiarism – multiple publication of the same scientific results obtained by the author himself;
- paraphrases – translation in their own words of other people's thoughts, ideas or text based on the replacement of words (signs), phraseological conversions or sentences when using any author's scientific work stored on electronic or Paper media, including those posted on the Internet;
- compilation – creating a large array of text by copying other people's materials from different sources without in-depth study of the problem, without making corrections, references to authors and "masking" by writing transitional sentences between the copied parts of the text.

Detection of the fact of academic plagiarism in Qualification Paper is carried out at the stage of submitting them for verification to the scientific supervisor.

For final qualification works, the following rating scale is recommended, depending on the quantitative indicator of the level of originality of the Qualification Paper:

If less than 35% of the originality of QP is established, it will be rejected without further consideration by the relevant decision of the graduating department, which is taken by the department collectively together with the scientific supervisor. Also, a decision should be made on the suitability of the applicant to apply for QP re-

defense, but only if it is finalized or a new QP is prepared on a topic determined by the respective department.

Table 4

<b>Level of originality of QP</b>	<b>%</b>
High	more than 75%
Acceptable	from 55% to 75%
Low	from 35% to 55%
Unacceptable	less than 35%

The applicant must be notified in writing of the decision. The applicant who did not defend the QP has the right to re-defend it within a year after the research study.

The student must sign a Declaration of Honour, in which he/she will state that he/she wrote the Qualification Paper independently, did not use any sources or resources other than those indicated in the list of references, and did not submit it in this or similar form for evaluation in any other higher educational institution. (Annex G.)

**“KROK” UNIVERSITY  
EDUCATIONAL AND SCIENTIFIC INSTITUTE  
OF INTERNATIONAL EDUCATION**

**Department of International Business**

**Educational program** \_\_\_\_\_

Approved by  
Head of the Department of  
International Business

\_\_\_\_\_ 20 \_\_\_\_  
" " \_\_\_\_\_

**TASKS  
for Qualification Paper to a student**

\_\_\_\_\_  
(name, surname)

1. Topic of Qualification Paper \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Approved by the Order of the Rector dated " \_\_\_\_ " \_\_\_\_\_ 20 \_\_\_\_ № \_\_\_\_\_

2. Deadline for submission of the completed Qualification Paper \_\_\_\_\_  
\_\_\_\_\_

3. Target installation and Qualification Paper output

Goal of Qualification Paper \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Object of Qualification Paper \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Subject of Qualification Paper \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. List of graphic material \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_





13. Conclusions on the completed Qualification Paper

Completed Qualification Paper of the student \_\_\_\_\_

\_\_\_\_\_  
(surname, initials)

may be admitted for the defence in the Examination commission.

Head of the educational and professional program \_\_\_\_\_

\_\_\_\_\_  
(signature, surname, initials)

Head of the Department of \_\_\_\_\_

\_\_\_\_\_  
(signature, surname, initials)

" \_\_\_\_\_ " \_\_\_\_\_ 20 \_\_\_\_\_

**Higher Educational Institution  
“KROK” University**

**Educational and Scientific Institute of International Education**

**QUALIFICATION PAPER**

on the topic:

«\_\_\_\_\_»  
*(name of the topic)*

Student 4<sup>th</sup> year, МЕН(англ)-20-ін-  
зима group,  
Specialty 073 «Management»  
Educational program «Management  
(English)»

Surname, name

\_\_\_\_\_  
*(Signature of the student)*

Scientific supervisor  
scientific degree \_\_\_\_\_,  
academic title \_\_\_\_\_

Surname, name

\_\_\_\_\_  
*(Signature of the supervisor)*

Guarantor of the educational  
program

*Andrii Lotariev*

\_\_\_\_\_  
*(Signature of the guarantor)*

## **Examples of the list of references for Qualification Paper**

### **Legislative and regulatory documents**

Constitution of Ukraine: officer. Text. Kyiv: KM, 2013. 96 p.

Commercial Code of Ukraine: as of January 16, 2003 Verkhovna Rada of Ukraine. Justification. ed. Official Bulletin of Ukraine. 2003. No11. Art. 462.

On the Concept of improving public information on Euro-Atlantic integration of Ukraine for 2017-2020 years: Decree of the President of Ukraine of 21.02.2017 № 43/2017. Government courier. 2017. Feb 23 (No. 35). P. 10.

On the regime of foreign investment: Law of Ukraine: as of March 19, 1996 Justification. vid. Vedomosti of the Verkhovna Rada of Ukraine. 1996. No 6. Art. 337.

On the regime of foreign investment: the Law of Ukraine of 19.03.1996 NO. 93/96 VR. Date of update: 01.08.2020. URL: <https://zakon.rada.gov.ua/laws/show/93/96-%D0%B2%D1%80#Text> (contact date: 10.11.2020).

### **Book of one, two and three authors**

Trofimov T.M. International Trade in Goods in Conditions of Global – New Competition: Monograph. Kyiv: KNUTE, 2007. 396 p.

Marynovych V.V. Organization Theory and Organizational Development: manual for students of full-time and part-time forms of education. Kyiv: "KROK" University, 2023. 230 p. URL: <https://dspace.krok.edu.ua/handle/krok/278>

Antonyuk A.A., Grishchenko T.M., Generalov A.V. Risk management in foreign economic activity: textbook. Kyiv: IAPM, 2018.312 p.

### **Books of four or more authors**

Foreign economic activity of the enterprise: textbook/A.A. Maskov et al. Kyiv: ZUNU, 2019. 651 p.

### **Books of five or more authors**

Foreign trade of Ukraine: XXI century: monograph. [A. A. Maskov, T. M. Vdovenko and others]; by zag. ed. A.A. Maskov Kyiv, ZUNU, 2016. 700 s.

### **Publication without author**

Scientific and practical commentary of the Budget Code of Ukraine. T. A. Latkovskaya (Ed.). Kyiv: TSUL, 2017. 176 p.

### **Multi-volume document**

World market of goods and services: textbook: in 2 h /Kyiv: ZUNU, 2006. Part 2/total. edited by A. A. Mashkov. 318 p.

Articles from books, magazines, newspapers, conference proceedings, etc.

Digitization of the Production Process: An Example of The Use of RFID Technologies For Modern Enterprises / Oleg Denysov, Nataliia Litvin, Andrii Lotariiev, Vitalii Oliinyk. *International Journal of Religion*. 2024. Vol. 5. № 11. DOI <https://doi.org/10.61707/58nkr974>

Bielova O., Lotariiev A. The influence of ecologization on the modern educational process. *Сучасний менеджмент організації: витоки, реалії та перспективи розвитку*: тези доповідей IV Наукової конференції (18 квітня 2024 р.). Київ: Університет "КРОК", 2024. URL: <https://conf.krok.edu.ua/ММО/ММО-2024/Paper/view/2024>

Tsevukh S.M. Business contribution to the global economic sustainable development. *Global and Regional Aspects of Sustainable Development: Abstracts of IX International Scientific and Practical Conference* (Copenhagen, Denmark, October 6-8, 2023). Copenhagen: Berlitz Forlag, 2023. Pp. 30-33.

### **Translated editions**

Kotler F., Katarjav G., Setyavan Y. Marketing 4.0. From traditional to digital. Per. from English. K. Kunitskaya, O. Zamaeva. K.: KM-BUKS, 2019. 224 p.

### **Electronic resources**

Kamal Fatehi, Jeongho Choi. International business management. Succeeding in a Culturally Diverse World Springer Nature. Switzerland AG 2019. URL: <https://doi.org/10.1007/978-3-319-96622-9> (Accessed: 16.04.2019).

Scientific publications and publishing activities of NAS of Ukraine. Kyiv, 2020. URL: <http://www.nas.gov.ua/publications> (contact date: 19.09.2020).

### **Abstracts of dissertations**

Kasyanok K.G. Attracting foreign investment in terms of financial imbalances: autoref. dis... Candidate of Economics: 08.00.02. Kyiv, 2019. 24 p.

### **Dissertations**

Lukashova L.V. Facilitation of small business development: dis... Doctor of Economics: 08.00.04/Kyiv University of Trade and Economics. Kyiv, 2019. 817 p.

**Materials of the completed Qualification Paper should be compiled in the following sequence:**

1. Cover page
2. Abstract (in Ukrainian and English).
3. Declaration of honour
4. Contents
5. Introduction
6. Main body of QP
7. Conclusions
6. References
7. Annexes

**Separately, the following shall be attached to QP:**

1. Certificate of anti-plagiarism procedure
2. Feedback of the scientific supervisor
3. External review

*Sample of Contents*

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*Sample of Declaration of Honour*

**DECLARATION OF HONOUR**

“I declare on my word of honour that I have written this Paper on my own and that I have not used any sources or resources other than stated and that I have marked those passages and/or ideas that were either verbally or textually extracted from sources. This also applies to drawings, sketches, graphic representations as well as to sources from the internet.

The Paper has not been submitted in this or similar form for assessment at any other domestic or foreign post-secondary educational institution and has not been published elsewhere. The present Paper complies with the version submitted electronically.”

Date: DD MM YYYY

Signature

*Sample of the supervisor's feedback to be contained in the tasks of Annex A*

**ВІДГУК НАУКОВОГО КЕРІВНИКА  
на кваліфікаційну роботу здобувача освітнього ступеня «бакалавр»**

\_\_\_\_\_ (прізвище, ініціали)

на тему: «\_\_\_\_\_»

(назва теми )

(У відгуку вказати оцінку актуальності теми дослідження, його наукової новизни та практичної цінності, виявлені недоліки. Особливо відзначити виконання роботи за замовленням або в інтересах конкретного підприємства , організації, установи, апробацію результатів дослідження на семінарах та конференціях тощо)

Актуальність теми:

Позитивні риси бакалаврської роботи:

Наявність самостійних розробок автора:

Цінність теоретичних висновків та практичних рекомендацій:

Наявність недоліків:

Оцінка виконання окремих розділів та вимог (до 10 балів за кожний показник, якщо інше не встановлене кафедрою), додаткові критерії може встановити кафедра або керівник

- |  |  |
|--|--|
| 1. План, вступ та оглядовий (I) розділ | 6. Критичний аналіз публікацій з теми дослідження                                  |
| 2. Аналітичний (II) розділ             | 7. Використання сучасних наукових методів, моделювання та інформаційних технологій |
| 3. Рекомендаційний (III) розділ        | 8. Оброблення, аналіз та інтерпретація фактичного (експериментального) матеріалу   |
| 4. Висновки і пропозиції               | 9. Візуалізація ключової інформації  |
| 5. Використані джерела                 | 10. Дотримання вимог до оформлення роботи  |

Кваліфікаційна робота рекомендована до захисту в ДЕК.

Оцінка наукового керівника:

**Науковий керівник:** \_\_\_\_\_

(посада, вчене звання, науковий ступінь )

\_\_\_\_\_ (підпис)

\_\_\_\_\_ (прізвище, ініціали)

“ ” \_\_\_\_\_ 20\_\_ р.

*Sample of External review*

**РЕЦЕНЗІЯ  
на кваліфікаційну роботу  
здобувача освітнього ступеня  
«бакалавр»  
Закладу вищої освіти Університет «КРОК»  
спеціальності  
073 «Менеджмент»**

**ОП «Менеджмент (англійська мова навчання)»**

---

*(прізвище, ім'я, по батькові)*

на тему: «

---

»

**Актуальність теми кваліфікаційної роботи і доцільність її розроблення:**

**Переваги кваліфікаційної роботи:**

**Зауваження до кваліфікаційної роботи:**

**Практична значимість висновків і рекомендацій:**

**Рецензент:**

**посада рецензента та місце роботи,  
науковий ступінь, учене звання (за наявності)**

---

*(підпис, ПІБ)*

*Sample of Introduction***INTRODUCTION**

**Relevance of the research topic.** The general trend towards globalization of the world economy, which intensified at the end of the 20th century, also affected the insurance market. Rapprochement of economies of different countries creates fundamentally new conditions for business insurance, contributes to the unification of insurance conditions. Ukraine's accession to the World Trade Organization (WTO) in 2008, as well as the beginning of the Partnership and Cooperation Agreement between Ukraine and the European Union (EU) in 1999, necessitate the full use of international experience in the organization of insurance business, the development of clear conditions for access of foreign insurers to the domestic market.

Modern insurance is one of the fastest growing sectors of the Ukrainian economy. The development of the insurance market and its use in the interests of sustainable development of the national economy in the conditions of its integration into the world economic community and strengthening the processes of globalization is an important component of national security, but this process is gradual and lengthy.

The development of insurance in Ukraine is constrained by many objective and subjective factors. Chief among them is the lack of effective demand for insurance services due to falling living standards of the population, limited corporate finances, instability of the tax system, lack of economic incentives for the development of insurance. Especially relevant is the problem of the formation and further development of the insurance market of Ukraine, especially in the face of dramatic changes in the economic system, in particular during the crisis.

It should be noted that the state policy in the field of insurance needs to be improved through further development of the regulatory framework, integration of Ukraine into international structures in the field of insurance, ensuring the optimal balance between compulsory and voluntary insurance, involving the insurance market in solving social issues, etc.

The processes of market transformation of the national economy determine the need for scientific research, both national and international companies operating in Ukraine. It is also necessary to analyze the transformation and reconfiguration of the company's management system in connection with the unstable economic situation in the world, and in Ukraine in particular, and to develop ways to effectively overcome the crisis for the further development of the insurance market, which will ensure the stable development of the national economy and continue further integration into the world economy.

Creating favorable conditions for the development of insurance in Ukraine requires in-depth theoretical research and scientific recommendations that can become an important factor in the effective functioning of the national insurance market. The study of the mechanism of using the powerful potential of insurance in the market economy will allow to use it more fully in the conditions of Ukraine.

The most important in the scientific sense for the author while working on his thesis were the theoretical developments of leading domestic specialists, in particular: V.D. Bazilevich, K.S. Bazilevich, V.D. Bigdash, D.P. Bilenchuk, P.D. Bilenchuk, Z. G. Vatamanyuk, O. D. Vovchak, L. M. Gorbach, O. L. Dorosh, Yu. O. Zaika, L. L. Kinashchuk, N. I. Klimenko, N. I. Machine, S. S. Osadets, V. J. Plisa, S.K. Reverchuk, T.V. Syva, V.I. Shevchenko et al.

In the works of Russian scientists: A. L. Alekrinsky, A. P. Arkhipova, Yu. T. Akhvlediani, A. A. Gvozdenka, S. P. Grishaeva, I. P. Denisova, A. and. Lukinova, T. M. Rassolova, L. I. Reitman, T. A. Fedorova and others.

In addition, taking into account the features of insurance in the field of foreign economic activity, the author used the works of researchers who devoted their work to the implementation of foreign economic activity, in particular: G. A. Antselevich, I. V. Bagrova, V. A. Golubeva, M. I. Didkovsky, T. V. Zlunitsyna, I. AND. Dakhna, O. P. Grebelnik, L. V. Torgovaya, O. V. Trifonova, O. V. Khitroi and others.

**The purpose of the research study** is to study the functioning of international companies in the national insurance market, the adaptation of world experience in the field of insurance in accordance with national characteristics, the search for effective ways to overcome the crisis for the insurance market of Ukraine on the example of the Oranta Insurance Company.

In accordance with the purpose, **the main tasks** are distinguished:

- define the concepts and classifications of insurance, justify insurance as an economic category;
- to reveal the features of insurance operations in the field of foreign economic activity;
- to analyze the current state of the insurance market and the activities of international companies in Ukraine;
- to analyze the features of state policy on the regulation of insurance business in Ukraine;
- to evaluate the activities and peculiarities of the functioning of insurance companies in Ukraine on the example of NSC "Oranta";
- to reveal the directions for improving the efficiency of insurance activities in Ukraine on the example of the NSC "Oranta";
- to study the problems and prospects of the development of insurance business in Ukraine on the example of NASK "Oranta."

**The object of the research study** is the totality of insurance relations between international and national companies in Ukraine and their features on the example of NSC "Oranta."

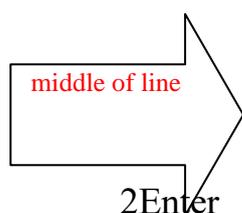
**The subject of the research study** is the peculiarities of the development of international insurance activities in Ukraine in the post-crisis period of development on the example of the Oranta Insurance Company.

**Research methodology:** The methodological basis of the study is the fundamental provisions of the insurance business. In the first section, when disclosing the essence and conceptual concepts of insurance activity, methods were used from abstract to concrete, a combination of analysis and synthesis, a structural-systematic approach, a method, and causal relationships. In the second section of the work, in the analytical part, where the indicators and dynamics of the current state of the insurance market and the activities of international companies in Ukraine and the peculiarities of the functioning of the Oranta NSC were studied and analyzed, methods of logical and historical, quantitative and qualitative analysis, statistical methods, methods of comparative analysis were used. In the final third section, the main scientific method was the method of causal, logical and functional relationships and dependencies, as well as correlation and regression analysis to disclose the effectiveness of insurance activities in Ukraine using the example of the Oranta NASK.

The theoretical basis of the Qualification Paper was the economic research of domestic and foreign scientists. When writing the work, materials of the State Statistics Service of Ukraine, the State Commission for Regulation of Financial Services Markets of Ukraine, the Ministry of Finance of Ukraine, as well as national and international analytical agencies and materials of the Oranta NASK were used.

The factual and statistical basis was the annual reports of the State Statistics Service of Ukraine and the State Commission for the Regulation of Financial Services Markets of Ukraine, the relevant sites on the Internet and the annual reports of the Oranta NASK.

**Structure of Qualification Paper:** The Qualification Paper consists of an introduction, three sections, conclusions, a list of bibliographic references of the sources and applications used. The Qualification Paper contains 10 tables, 11 figures and 5 appendices. The list of bibliographic references used includes 95 titles on eight pages.

*Sample of Chapters design*

## **SECTION 1. THEORETICAL BASICS OF INTERNATIONAL TOURISM RELATIONS RESEARCH**

### 1,25 sm 1.1. History of the international tourism industry

1Enter

1,25 sm Tourism has become a kind of lifestyle, a vital element of the world of economics, as well as an influence of factors of the international economic integration. The most important economic feature of activities related to the tourism sector is that they contribute to three high-priority goals of developing countries: the generation of income, employment, and foreign-exchange earnings. In this respect, the tourism sector can play an important role as a driving force of economic development. The impact this industry can have in the different stages of economic development depends on the specific characteristics of each country. Given the complexity of tourism consumption, its economic impact is felt widely in other production sectors, contributing in each case toward achieving the aims of accelerated development.

A major difficulty in defining the boundaries of the tourism sector is to ascertain what investment costs should be ascribed to the development of tourism. Although heretofore not treated by international agencies as a “sector” in national accounting terms, tourism entails a collection of goods and services that are provided specifically for visitors and would not have been provided otherwise [41, P. 117- 122].

Because of its interdependence with other sectors of the economy, it is difficult to analyze and plan for tourism. The lack of reliable statistical data hampers identification of the mechanisms by which tourism generates growth, as well as its potential for development. Yet, in those instances where analysis has been carried out and research has preceded planning, tourism’s priority in competing for scarce investment funds has been established. In these cases, long-term programs for tourism development have been designed.

Nature and heritage tourism development has investment needs that differ, in certain respects, from traditional tourist hotel development. There may be a greater need to improve access to the attraction site or facility, and for a mode of development that does not interfere with a sensitive habitat or historic area.

Therefore, the organization of this business is a great art, in fact, it is a careful coordination [25, p. 34], (table 1.1):

1Enter

Table 1.1

Name of the table  
Middle of line

## Classification of tourism services

Classification feature	Type of tourism
1. Geographic principle	Internal, international
2. Direction of tourism flow	Inbound, outbound
3. Purpose of the trip	Recreational, health rest, cognitive rest, professional and business tourism, scientific (congress), sports rest, shop tours, adventure, pilgrimage, nostalgic, ecotourism, exotic, elite
4. Source of financing	Social, commercial
5. Method of movement	Hiking, aviation tourism, marine, river, auto tourism, rail, bicycle, mixed
6. Accommodation facilities	Hotels, motels, boarding houses, campsites, tents
7. Quantity of participants	Individual, family, group
8. Duration of stay	Short-term, long-term
9. Location of tourism site	Mountain, water, rural, suburban
10. Intensity of tourism flow	Constant, seasonal
11. Organizational form	Organized, not organized

font :12  
size

The complexity of tourist operations is revealed through their classification. There are several classification approaches based on different grouping characteristics.

In order to classify modern tourism, it is necessary to establish its most significant classification features. It is advisable to classify by geographical feature, direction of tourist flow, the purpose of the trip, the method of movement, the means of accommodation of tourists, the number of participants, organizational and legal forms, and the like (see. Table. 1.1).