

Ministry of Education and Science of Ukraine

V.N. Karazin Kharkiv National University

Department of Management, Business and Professional Communications



"APPROVED"
Head of the Academic Council
Educational and Research Institute «Karazin Banking Institute» of
V.N.Karazin Kharkiv National University
Anna CHKHEAILO

Decision of the Academic Council of the Institute
dated "30" August 2024, minutes No. 1

GUIDELINES

FOR THE DEFENSE OF QUALIFYING MASTER'S THESES

second (master's) levels of higher education

specialty **073 "Management"** of the educational and professional program

"Management of Organizations and Administration"

ERI "Karazin Banking Institute"

(for foreign students of the English language program)

Departments of Management,
Business and Professional
Communications
Minutes of August 27
2024, No. 1

The guidelines were approved
by the Scientific and
Methodical Commission of
the ERI "Karazin Banking
Institute"
Minutes of August 29 2024,
No. 1

2024 / 2025 academic year

Considered at the meeting of the Department of Management, Business and Professional Communications, minutes No. 1 dated August 27, 2024.

Olena HRYSTOFOROVA, Nadiia MOROZOVA, Zhanna TORIANYK, Viktoriia SHEVCHENKO, Tamara SEMENCHENKO, Iryna DENCHYK. Guidelines for the defense of qualifying master's theses, completed by the students of the second (master's) level of higher education specialty 073 "Management" of the educational and professional program "Management of Organizations and Administration" of the ERI "Karazin Banking Institute" (for foreign students of the English language program) – Kharkiv: KBI of V.N. Karazin KhNU, 2024. – 38 pp.

The procedure for organizing the defense was developed taking into account the requirements of regulatory documents of KKhNU and the Ministry of Education and Science of Ukraine and are intended for supervisors of qualifying master's theses, normative controllers and applicants for higher education in the specialty 073 "Management" of the educational and professional program "Management of Organizations and Administration"

The procedure for the qualifying thesis defense is developed on the basis of the following methodological recommendations:

1. Azarenkova H.M., Viadrova I.M., Golovko O.H., Pogorelenko N.P., Gnyp N.O., Galych R.V. The procedure for qualifying thesis defense for applicants of the second (master's) level of higher education, specialty 072 Finance, banking and insurance ERI "Karazin Banking Institute". - Kharkiv: V.N. Karazin Kharkiv National University ERI "Karazin Banking Institute", 2023. - 99 pp.
2. Novikova T.V., Hrystoforova O.M. Methodological recommendations for the performance of master's theses for applicants of higher education, specialty 073 Management. – Kharkiv: V.N. Karazin Kharkiv National University, ERI "Karazin Banking Institute", 2023 - 54 pp.

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1. GENERAL PROVISIONS

Attestation of applicants of higher education of the second (master's) level of higher education is the establishment of compliance of the acquired level and volume of knowledge, skills, and other competencies with the requirements of higher education standards.

Attestation. An examination commission is created by the rector's order to conduct attestation of higher education applicants. The terms of attestation are determined by the training plans of specialists and the schedule of the educational process.

Each student passes the certification after he has fully completed the relevant curriculum. Admission to attestation is carried out by order of the rector at the request of the director of the educational and scientific institute. The director of the educational and scientific institute submits a submission to the rector regarding the student's admission to attestation in the form of defense of the qualifying thesis in the case of the student's full implementation of the relevant curriculum and admission to defense by the graduation department, which is confirmed by an extract from the minutes of the department's meeting.

Attestation of higher education applicants is carried out in accordance with the requirements of the higher education standard and the educational and professional program in the form of defense of the qualifying thesis.

Preparation for certification of higher education applicants. Completion of qualifying thesis is the final stage of students' education under the educational and professional program and aims to systematize, consolidate and expand theoretical knowledge, abilities and skills, determine the ability of their practical application in solving professional tasks.

2. MAIN REQUIREMENTS AND STRUCTURE OF THE QUALIFYING THESIS

The qualifying master's thesis (hereinafter QMT) is one of the types of individual work of the student, an original, completed study in the field of knowledge "Management and Administration" and contains a set of results, provisions proposed for public protection.

QMT is performed on the basis of the study of special domestic and foreign literature, best practices in the chosen issue, as well as the results of own research of a real object in order to solve certain applied tasks in the field of future professional activity.

The topics of qualifying papers can be chosen from the list of topics presented in Appendix A or proposed by the applicant with the necessary justification of its research and agreed with the scientific supervisor. An example of an application for approval of the topic of a qualifying master's thesis is given in Appendix J.

The topics of qualification papers are discussed at the meeting of the Department of Management, Business and Professional Communications and approved by order of the Rector (Vice-Rector for Research and Teaching). Teachers of the department are appointed as supervisors of qualifying thesis.

The direction of the research is determined based on the subject of scientific research of the department and scientific interests of students of higher education.

The topic of the work should be relevant, have theoretical and applied significance, correspond to the current state of the economy and prospects for its development.

A mandatory requirement for a qualifying master's thesis is its scientific novelty, usefulness and practical value. QMT should be written on the materials of a specific organization.

Graduates of higher education full-time students undergo pre-diploma practice during which they collect materials for the analytical part of the work.

The QMT plan should correspond to the topic of the study, have a clear logic of combining theoretical and methodological, analytical and constructive parts. When developing and discussing the research plan, it is necessary to draw up a phased calendar plan of the QMT in accordance with the regulations approved by the department. Non-fulfillment of the schedule and systematic deviation from the regulations are grounds for non-admission student of higher education to the QMT defense.

The content of the qualifying thesis should include an introduction, the main part (chapters and subchapters), conclusions, appendices (if necessary) and a list of references.

The recommended amount of qualifying thesis is 70-80 pages A4 format (210x297mm), a deviation within $\pm 10\%$ is allowed;

The total volume does not include the list of references and appendices.

The qualifying thesis consists of:

- titular sheet (Appendix B);
- individual task on the QMT (Appendix C);
- abstract (Appendix D);
- content (Appendix E);
- introduction (Appendix F);
- main part:
 - chapter 1 (theoretical);
 - chapter 2 (analysis of the research object);
 - chapter 3 (recommendations for improving the results of the activity of the research object):
 - conclusions (Appendix G);
 - list of references (Appendix H);
 - appendices.

To the qualifying thesis are added (but not published): review of the scientific supervisor; external review (Appendix I); conclusion about originality.

Title is the first page of the qualification paper and is drawn up in accordance with the requirements of the standard (Appendix B.)

Individual task on the QMT contains a work plan and is approved by the

supervisor and head of the department (Appendix C).

Abstract is a concise content of the work – up to 1 page. At the end of the abstract, a set of keywords is provided (Appendix D).

Content qualifying thesis is determined by its topic and approved by the supervisor, is placed after the essay, starting on a new page (Appendix E);

In the Introduction of the qualifying thesis, the following are noted:

- issues requiring research;
- the relevance of the chosen topic, the purpose and tasks of the research are substantiated;
- the object and subject of research are formed;
- scientific novelty and practical significance for the organization.

The length of the introduction is usually 2–3 pages (Appendix F).

Actuality is presented in the form of a critical analysis of questions on the topic of research, justification of the need for research for organizations (enterprises, institutions).

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

Object of research is a process or phenomenon that creates a problem situation and is chosen to study the issue.

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

Object and subject as categories of the scientific process are related to each other as general and partial. In the object, its part, which is the subject of research, is highlighted, and the student's attention is directed to it, since the subject of research determines the topic of the work.

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

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

Information support contains used legislative and normative and theoretical sources (main laws, normative acts, scientific works).

Scientific novelty – the difference between the obtained results and the existing ones.

Approbation of research results-publication of work results (conference theses, scientific articles, etc.).

The main part of qualifying thesis consists of chapters (theoretical, research-analytical, recommendation) and subchapters.

In the first (theoretical) chapter theoretical aspects of the researched problem are considered, an analytical review of literary sources on the subject of research, different views are critically analyzed, their classification is carried out, the main factors influencing the state and development of the researched object are substantiated, etc.

The first chapter should consistently solve the following problems:

- disclosure of the essence of the investigated phenomenon and its features among other similar phenomena, if necessary – analysis of the history of the development of the phenomenon, its regulatory and legal basis;
- analysis of scientific and practical approaches (historical and modern) to the analysis of the selected research object;
- analysis of existing terminology in the field of research, creation of a conceptual and categorical apparatus, which the author will rely on in further work;
- identification of those methods and tools that can be used in researching the subject of the work, definition and justification of the tools that will be directly applied in the work;
- an overview of world trends of the phenomenon being analyzed;
- formulation of the main problems related to the object and subject of research.

To state and substantiate the theoretical conclusions and trends, it is advisable to use data published in relevant encyclopedias, monographs, handbooks and other foreign sources and publications, including from the scientometric database Scopus.

It is recommended to present the theoretical part (the first chapter) in the form of three subchapters. The recommended volume of the first chapter is within 30-35% of the total volume of work.

In the second (research and analytical) chapter, the student, using actual material and collected information, analyzes and reveals the content of the issues to be studied on the example of a specific enterprise, organization.

It is necessary to start the chapter by stating the technical and economic characteristics of the enterprise (organization, institution). All aspects of the organization's activities are analyzed on the basis of reporting and planning data of management documentation, financial, statistical and tax reporting. The organizational structure of the enterprise (organizations, institutions) and its management structure should be researched, as well as their features should be determined in terms of the topic of the work. The dynamics of the main indicators are studied based on data for the previous 2–3 years.

The study of the problem should be carried out on the basis of the accumulated and systematized material, grouping and processing of data, which allows to carry out a qualified analysis, justify the proposals in the next chapter.

This chapter should be filled with factual information as much as possible (tables, diagrams, graphs), which will visually confirm the results of the organization (enterprises, institutions) in recent years and show the student's ability to use accounting data to prepare analytical information.

The chapter should have clear conclusions after the constructed tables, graphs, figures; structural and logical connection between units; providing theoretical information with further analysis.

The third (recommendatory) chapter contains several interrelated subdivisions, in which specific substantiated proposals are provided for improving management and increasing the efficiency of the organization (enterprise, institution) by solving problems that are formulated on the basis of the main theoretical provisions, methodological approaches, and methodological tools outlined in the first

and second chapter.

In this chapter they also reveal the content and results of their own research, which are of practical importance. Proposals can be presented both in the form of specific optimization management models for use at a specific enterprise, and in the form of generalized ones for a certain industry or field of activity. The presentation of the material is subordinated to one leading idea clearly defined by the author. Proposals can take the form of organizational and managerial, economic, accounting, innovative and other measures.

In the conclusions of the qualifying thesis it is recommended to summarize the results of the conducted research, outline the main results obtained, recommendations regarding their practical using. The conclusions should include an assessment of the achieved results from the point of view of compliance with the purpose of the work, the tasks set in the introduction and the proposals provided. The conclusion begins with new pages immediately after the presentation of the main part of the work. The scope of conclusions is 2-3pages (Appendix G).

The list of references should include sources from the last 2-3 years, which are referenced in the text, as well as those used in the presentation of specific provisions. The list of used sources consists of legislative acts, regulatory materials, domestic and foreign scientific, educational and methodical and special literature, specialized publications, and Internet information resources. The list of used sources is placed after the conclusions (Appendix H). The list includes printed theses, articles with the participation of a higher education applicant.

In the appendices are given supporting materials: copies of documents, extracts from legislative and regulatory documents, reports, instructions, regulations, rules, results of sociological and marketing research, bulky tables, drawings, etc. If the material placed in the attachments is not the author's, it is necessary to indicate the link to the source. Appendices are placed after the list of used sources. The scope of applications is not limited, but should be determined by the real needs of the work.

The qualifying master's thesis must not contain signs of academic plagiarism and must be an independent scientific work.

As a criterion of originality, indicators of the level of originality of the text are used, obtained with the help of the plagiarism check program by the system administrator of the department. The work verification protocol is provided to the applicant and the supervisor.

3. PREPARATION OF THE QUALIFICATION MASTER'S THESIS

Text

The preparation of the qualifying thesis must meet the general requirements for scientific works. The text of the work is typed on a computer. Recommended scope of qualifying thesis is 70-80 pages A4 format (210×297mm), a deviation within ± 10% is allowed;

- Font – Times New Roman 14;
- line spacing – 1.5 (29-30 lines per page);
- paragraph indentation – 1.25 cm;
- margins: left – 30 mm, right – 10 mm, upper and lower – 20 mm;
- the page number is at the top, in the right corner.

The qualifying thesis consists of the following elements, which are sequentially placed in the work:

- titular sheet (Appendix B);
- individual task on the QMT (Appendix C);
- abstract (Appendix D);
- content (Appendix E);
- introduction (Appendix F);
- main part:
 - chapter 1 (theoretical);
 - chapter 2 (analysis of the research object);
 - chapter 3 (recommendations for improving the results of the activity of the research object):
 - conclusions (Appendix G);
 - list of references (Appendix H);
 - appendices.

Each structural part of the work begins with a new page. Headings of the structural parts of the work "CONTENTS", "INTRODUCTION", "CHAPTER", "CONCLUSIONS", "REFERENCES", "APPENDICES" are printed in capital letters symmetrically to the text in the center of the page (without a period) and separated from the following text by one free line.

Content must correspond to the work plan. On the content page opposite each component of the qualifying thesis, page numbers are placed, which indicate the beginning of the presentation of the material.

If little-known abbreviations, new symbols, notations are given in the work, then their list is provided in the form of a separate list, which is placed before the table of contents, after the task. The list should be printed in two columns, abbreviations are given alphabetically in the left column, and detailed transcription is in the right column.

Numbering. The numbering of pages, chapters, subchapters, appendices, figures, tables is given in Arabic numerals with 14 pins without the number sign. The numbering of the pages of the qualification paper must be continuous (including illustrations) and placed in the upper right corner of the sheet without a period.

The first page is the title page, which is part of the overall page numbering. Page numbers are not placed on the title page, assignment sheets, and content sheets. Pages are numbered starting from the second page of the "Introduction".

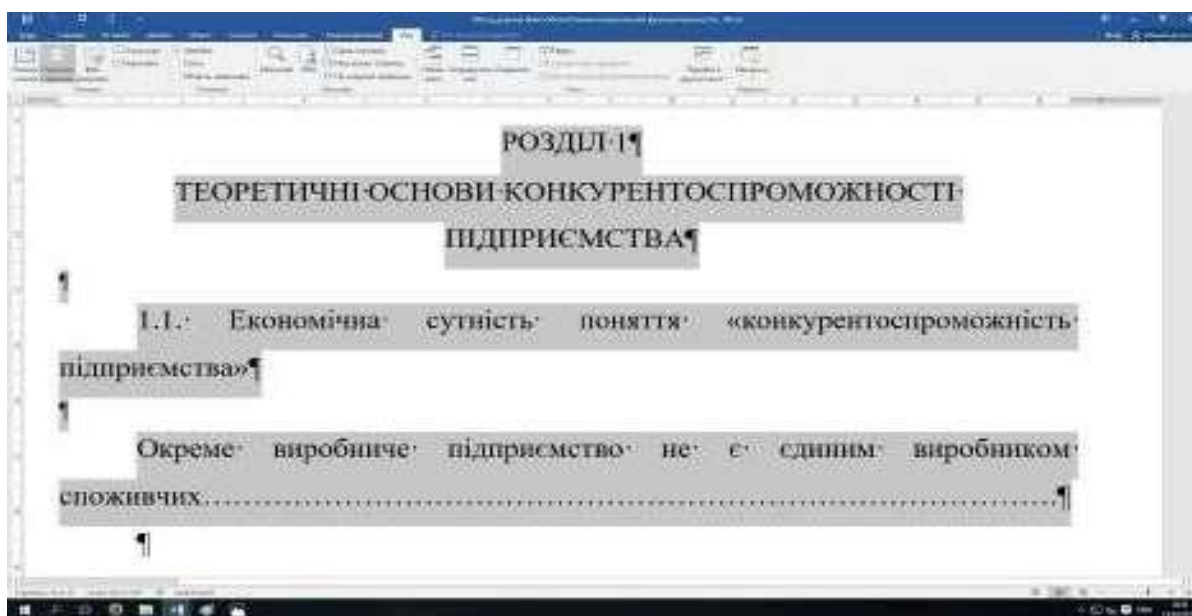
The text of the main part of the work is divided into chapters and subchapters. Each chapter begins with a new page.

The chapter number is placed after the word "CHAPTER", without a period, and then from a new line, the title of the chapter is printed in capital letters in the center.

Subchapters are numbered within each chapter. The subdivision number consists of the chapter number and the serial number of the subdivision. For example: "2.3." (the third subchapter of the second chapter). Headings of subchapters are printed in small letters (except for the first capital letter) with paragraph indentation. Do not put a period at the end of the title. The name of the chapter and subchapter are separated

by one line. There should also be one free line between the name of the subchapter and the main text of the material.

Example of design of headings and sub-headings of work chapters



Designing links to information sources and citations. References in the text to the used sources are given in square brackets with the source and page indicated. The first number in square brackets corresponds to the source number in the list of used sources, the second to the page number (for example, [32, p. 85]).

General requirements for citation:

a) the text of the quotation begins and ends with quotation marks and is given in the grammatical form in which it is presented in the source, preserving the features of the author's writing;

b) each quote must be accompanied by a reference to the source;

c) in the case of indirect quoting (retelling, presentation of the opinions of other authors in one's own words), which gives a significant saving of the text, one should be extremely precise in the presentation of the author's opinions, correct in evaluating his results and give appropriate references to the source.

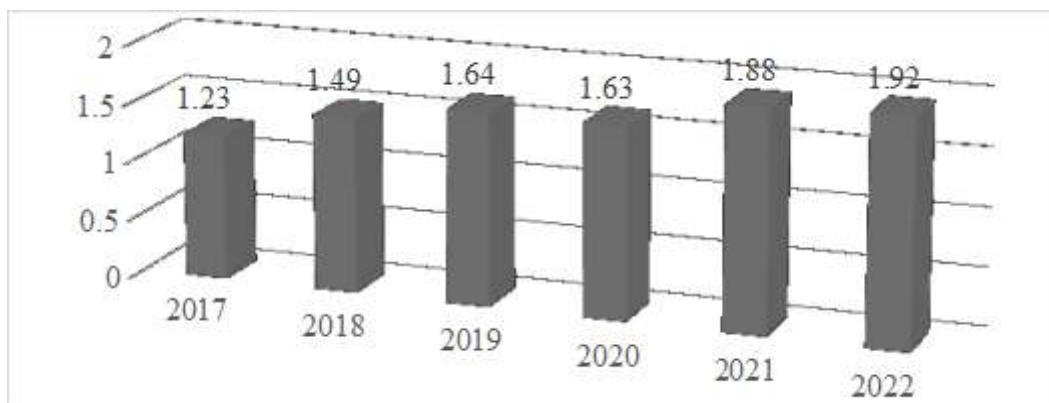
At the end of the qualifying work a list of used sources is given. This list includes publications of domestic and foreign authors, which are referenced in the work. All sources are indicated in the language in which they were published, foreign literature is given at the end of the list. Please note that the use of textbooks should be minimized, and the main sources should be scientific articles, analytical, statistical publications of the last 2-3 years.

When compiling the list of used sources, it is necessary to adhere to the national standard DSTU 8302:2015. This standard establishes the types of bibliographic references, the rules and features of their compilation and placement in documents. Sources should be listed in alphabetical order or by their use in the text (Appendix D).

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

Illustrations are marked with a word "Rice." and numbered consecutively within the chapter. The drawing number consists of the chapter number and the serial number of the drawing followed by a dot. For example, "Fig. 2.2. - the second figure of the second chapter". The number, name of the figure and explanatory captions are placed sequentially under the figure from the paragraph.

An example of drawing:



Rice. 2.1. Labor productivity in JSC CB "PrivatBank" for the period 2017-2022, million UAH.

Source: compiled by the author based on data from JSC CB "PrivatBank".

Illustrations should be given directly after the text where they are mentioned for the first time or on the next page. Illustrations placed on individual pages of the work are included in the overall page numbering. Illustrations larger than A4 should be placed in attachments.

Digital material, as a rule, is drawn up in the form of tables. A table should be placed immediately after the text in which it is mentioned for the first time or on the next page.

All tables should be referenced in the text. At the same time, in the text, the word "table" is written abbreviated, for example "... in tab. 2.1". In repeated references to tables and illustrations, the word "see" is abbreviated, for example, "see table 3.2".

Tables are numbered with Arabic numerals through numbering within the chapter. The table number consists of the chapter number and the serial number of the table, separated by a dot, for example, table 1.4 is the fourth table of the first chapter. The name of the table should be printed in lowercase letters (except for the first capital letter) and placed above the table. The name should be concise and reflect the content of the table.

Example of table design:

Table 1.4

Quantitative indicators characterizing personnel management functions

Function	Evaluation index
Recruitment of personnel	Share of vacancies closed by external and internal candidates
	Average time and cost to fill a vacancy
	Implementation of the recruitment plan
Adaptation of personnel	Proportion of employees who completed the probationary period
	Employee loyalty index
Staff training	Share of trained employees
	The number of training hours per employee
Stimulation and payment of labor	Average salary per employee
	The share of expenses for the social package in the total amount of personnel expenses
	Compliance with the market level of compensation

Source: compiled by the author based on data [20, 24, 25].

If the table is placed on two pages, then on the second page the words are written in the upper right corner directly above the table

"End of table." and indicate the number of the table, for example: "End of table. 1.2". In addition, on the first page under the "cap" of the table, a line with the serial numbers of the columns is placed, and on other pages such a line is placed instead of the "cap". If the table is placed on three or more pages, the words "End of table." write only above the last part of the table, on the previous pages with the table indicate "Continuation of the table."

Formulas are numbered within the chapter. The number of the formula consists of the number of the chapter and the serial number of the formula in the chapter. Number, formulas are indicated at the level of the formula in round brackets in the extreme right position, for example: (2.1) (the first formula of the second chapter).

Explanations of the values of the symbols of the formula are given below it in the sequence in which they are presented in the formula, each on a new line. The first line of the explanation begins with the word "where" without a colon. Each formula is separated from the text by one free line.

An example of submitting a formula:

$$L = \frac{1}{k(k-1)} \sum_{i=1}^k Q_i \quad (2.1)$$

where k is the number of important banks (from 2 to i);

Q_i is the ratio between the average market shares of i -th leading banks and the average shares of " $k - i$ " banks;

and - the number of leading banks among " k " important banks;

k is the number of important banks.

Appendices are drawn up as a continuation of the qualifying thesis on its following pages, placing them in the order of appearance of references in the text. Appendices are separated from the list of used sources by a blank page, on which the word "APPENDICES" is written in large bold letters in the center.

Appendices are listed on the next page, each appendix is printed from a new page. The word "Appendix" and a capital letter denoting the appendix are printed in the middle of the line in small letters from the first capital letter. For example: "Appendix B".

The appendix must have a title printed at the top in small letters with the first capital letter symmetrically relative to the text of the page. The text of each appendix may be divided into chapters and subchapters, which are numbered within each appendix. If the content of the application does not fit on one page, then on the next page in the upper right corner "Continuation of the application..." is indicated.

Preparation of the list of references

The list of used sources includes only those sources to which there are references in the text, including: articles from scientific publications indexed in the leading scientometric databases Scopus and/or Web of Science, foreign literature in a foreign language, scientific works of department and university teachers, normative legal acts with an indication of their official editions,

The list of used sources is formed according to the student's choice

- in alphabetical order of the surnames of the first authors or titles;
- in the order in which references appear in the text.

The bibliographic description of the sources is drawn up by the acquirer in accordance with the provisions of the National Standard of Ukraine DSTU 8302:2015 "Information and documentation. Bibliographic reference. General provisions and rules of drafting" (http://www.library.univer.kharkov.ua/pages/bibliography/style/dstu_8302_2015.pdf) or APA style (http://www-library.univer.kharkov.ua/pages/bibliography/style/style_APA.pdf).

Designing graphic material for the defense

To protect the student's work, presentation materials are developed using the PowerPoint program.

The title page of the presentation materials is given in Appendix K. Slides should be designed in such a way that there is at least one slide from each subchapter of the work. Slides should be informative. The area of the sheet (slide) should be rationally used. The maximum number of slides is 12.

Examples of slide design:

КАРАЗІНСЬКИЙ УНІВЕРСИТЕТ: КЛАСИКА, ЩО ВИПЕРЕДЖАЄ ЧАС

КБІ **КАРАЗІНСЬКИЙ БАНКІВСЬКИЙ ІНСТИТУТ**

ДО АНАЛІЗУ ФІНАНСОВОГО СТАНУ ПІДПРИЄМСТВА

Статусний фонд
27748,00 тисяч грн.
власні гроші акції, мобілізовані кошти 4,25 тис.

Банк "Співпраця"	ОСБ "АзовСР"	ТАТБС "Триumph"	ОСБ "Триumph"
34,8%	3,3%	10,7%	34,9%

СКЛАД ТА СТРУКТУРА КАПИТАЛУ

квітень 2000 року, тис. грн.	4425,7	2110,9
квітень 1999 року, тис. грн.	4000,1	2000
початок 1999 року, тис. грн.	2000,2	2000,2

ДИНАМІКА ПОКАЗНИКІВ ФІНАНСОВОЇ СТАЛОСТІ

Квітень 2000 року	3,6246	3,0423	3,1446
Квітень 1999 року	3,6884	3,0423	3,1446
Початок 1999 року	3,7382	3,0423	3,1446

ДИНАМІКА ПОКАЗНИКІВ ПЛАТОСПРОМОЖНОСТІ

Лінійна вага основної номінальної в обсязі доходу за 2000-2004 рр., %

Електроенергія об'єднанні	39,2	39,2	39,2
Топливі підприємства	39,2	39,2	39,2
Вугільні підприємства	39,2	39,2	39,2
Всього підприємств енергетики	39,2	39,2	39,2

ДИНАМІКА ПОКАЗНИКІВ ПЛАТОСПРОМОЖНОСТІ

КАРАЗІНСЬКИЙ УНІВЕРСИТЕТ: КЛАСИКА, ЩО ВИПЕРЕДЖАЄ ЧАС

КБІ **КАРАЗІНСЬКИЙ БАНКІВСЬКИЙ ІНСТИТУТ**

ДОСЛІДЖЕННЯ ЕФЕКТИВНОСТІ РЕКЛАМНОЇ ДІЯЛЬНОСТІ

Модель Відейла і Волфа

Переваги:

Розраховує прогнозне значення зросту продажів;
Враховує головні особливості функцій реакції на рекламу

Недоліки:

Ігнорує дії конкурентів
Лише побічно враховує якість реклами; Не враховує інші маркетингові зміни

Збільшення обсягів продажу при збільшенні рекламних витрат, тис. грн.

Витрати на рекламу, тис. грн.	7,26	504	775
Обсяг продажів, тис. грн.	9,5		

Вихідні дані до розрахунку бюджету за моделлю Відейла і Волфа

Прибуток від реалізації продукції, тис. грн.	P	168,8
Витрати на рекламу, тис. грн.	A	7,26
Обсяг продажів товару, тис. грн.	Q	3885,9
Загальний рівень попиту, тис. грн.	Y	14670
Рівень утримання продажу, %	Z	10

$W = P - A + [(Y - Q) \cdot (Y) - Z \cdot Q]$

4. **ADMISSION TO THE DEFENSE OF QUALIFYING THESIS**

The decision of the graduate department regarding the admission or non-admission of the student's qualifying work for defense is made at the department meeting. The qualifying work is considered and recommended for defense at the meeting of the graduation department.

To conduct a preliminary defense of a student's qualifying work, it is necessary:

- not later than five days before the date of the meeting of the department for consideration and providing recommendations for the defense, the student must submit to the department the qualification paper in printed form, as well as its electronic version in *.doc, *.docx, *.rtf formats or *.pdf, which must be identical;
- the system operator of the Anti-plagiarism system, in accordance with the Procedure for checking students' qualifying thesis for the presence of borrowings from other documents, checks the work and provides the head of the department with a protocol for checking the originality of the qualifying thesis;
- at the meeting of the department, the student makes a report on the topic of the work.

During the report at the meeting of the department, the student should briefly explain the purpose of the work, the formulation of its task, the research methodology, the obtained results and conclusions.

After discussing the student's report, the department makes a decision on the admission of the work to the defense and provides recommendations to the student for his speech during the defense.

The department may decide on the need to finalize the qualifying thesis and postpone the decision on granting admission to its defense. The decision to accept the work for defense is confirmed by the signature of the head of the department on its title page, as well as an entry in the minutes of the department meeting. An extract from the minutes of the meeting is provided to the dean of the faculty no later than five days before the date of the defense of the qualifying thesis in the Examination Committee.

In exceptional cases, the decision to admit the work to the defense can be made at a department meeting in the absence of the student, if the work is available, the supervisor has a positive response, and there are no borrowings in the text of the work in accordance with the originality control protocol of the qualifying work. In the event that the decision of the department on the admission of the qualifying thesis to the defense is negative, the department determines whether the student can submit the same work with revisions to the defense in the future or he is obliged to complete the work on a new topic. This strictly motivated decision of the department is noted in the minutes of the meeting.

Students whose qualifying papers were not accepted for defense are expelled from the university, while they have the right to defend their qualifying papers within three years after expulsion. If, according to the results of the defense of the qualification paper, the student's reproduction of someone else's published results (texts) without proper reference to the author or falsification of the results is revealed in its text,

5. **DEFENSE OF QUALIFIED MASTER'S THESIS**

The defense of a qualifying master's thesis can take place in a distance format.

A report is prepared for the defense of the work, which should not exceed 10 minutes of speech and graphic material (presentation).

The report indicates the relevance of the topic, the object and subject of the research; the main results of the analysis and the conclusions of the research proposed in the work. The report is accompanied by a demonstration of the presentation.

Members of the examination commission may ask questions, after which the review is published. The total defense time should not exceed 30 minutes per person.

After the defense, the examination board discusses the results of the defense and assigns grades, which are announced to the graduates on the same day.

The commission for job protection can give an unsatisfactory grade, based on which the students are deducted from the institute with an academic certificate. The work can be submitted for re-defense within three years after graduation from the institute. The adopted decision and the grounds for its adoption are recorded in the minutes of the Examination Commission meeting.

After protection, the works are transferred to the archive of the institute.

6. ASSESSMENT CRITERIA OF QMT

The department approves the criteria for evaluating the writing and defense of the QMT, which are used by the examination board to evaluate the work and its defense. The decision of the EC is final and cannot be appealed.

The evaluation of the completed works is carried out on the basis of objective criteria on a 100-point scale, namely:

- the degree of independent execution and originality of the materials of the qualifying thesis: 1-20 points;
- depth of practical analysis of the problem and application of modern research methods, use of computer, organizational equipment, information technologies: 1-20 points;
- scientific and practical level of results: 1-30 points;
- presentation of work, presentation style, language literacy, quality of graphic material, response to questions, communication skills of the student: 1-30 points.

The results of the defense of qualifying master's theses are determined by grades, which answer levels "excellent", "good", "satisfactory", "unsatisfactory", what are exhibited by evaluation scales accepted at the University.

Criteria for relevant levels of QMT assessment:

Excellent (100-90 points). QMT is flawless in all respects, contains elements of novelty, has practical significance. The graduate is fluent in the material of the research topic, uses scientific terminology, and carries out an independent analysis of the studied material, skillfully combines theoretical knowledge with practice. The work meets the current requirements. Report login, consistent and free. Answers to questions are concise and correct. The work received positive feedback and a review.

Good (89-70 points). The topic of the QMT is disclosed, but there are some non-principled shortcomings: insufficiently complete analysis of literary sources, elements of novelty are not clearly defined, insufficiently used analytical materials of the practice base, there are separate remarks in the review and feedback; the report is logical, spoken freely, the answers to the questions are mostly correct, the design of the work is within the requirements.

Satisfactory (69-50 points). The topic is mostly open, but there are shortcomings of a content nature: the purpose of the work is not clearly formulated, the theoretical chapter is compilative in nature, there is an excess of descriptive elements in the analytical part, the selection of information materials is not always justified, the measures and proposals contained in the third chapter are not convincingly justified, the review and feedback contain separate significant comments; the report was read according to the text, not all answers to the questions of EC members were correct or complete. There are comments regarding the preparation of the qualifying master's thesis.

Unsatisfactory (49 or less points). Vaguely formulated goal of the QMT. Chapters are logically poorly connected. There is no critical review of modern literary sources. The analysis is performed superficially, descriptiveness prevails to the detriment of systematicity and depth. The proposed measures are random, do not emerge from the analysis, the economic justification is incomplete. The design of the work is inappropriate. There are no illustrations for protection. Answers to EC members' questions are inaccurate, incomplete or missing.

QMT is NOT ADMITTED to the defense if the qualifying work: has not passed the check for academic plagiarism; presented to the manager for inspection in violation of the terms established by the schedule of its preparation and defense; written on a topic that was not approved in the prescribed manner; not performed independently; the structure does not meet the established requirements; carelessly decorated.

Criteria for evaluating the defense of qualifying master's theses

Number of points	Evaluation on a national scale
90 – 100	excellent
70 – 89	good
50 – 69	satisfactorily
1 – 49	unsatisfactorily

7. APPENDICES

Appendix A
**Topics for qualifying master's theses
specialty 073 "MANAGEMENT"**

1. Management of the bank financial stability in modern conditions.
2. Organization of the banking risk management system.
3. Marketing management of the enterprise in the conditions of the economic crisis.
4. Customer-oriented enterprise strategy as a component of marketing management.
5. Organization of the banking business development management system.
6. Investment management in the activity of Ukrainian banks.
7. Bank personnel management as a means of preventing internal bank threats.
8. Comprehensive marketing system of a banking institution and ways to improve it.
9. Complex marketing system of the enterprise and ways of its improvement.
10. Organization and evaluation of the effectiveness of the banking personnel management process.
11. Customer-oriented strategy as an element of the bank marketing complex.
12. Customer-oriented strategy as an element of the marketing complex at the enterprise.
13. Product strategy of the bank as an element of the marketing complex.
14. Product strategy of the enterprise as an element of the marketing complex.
15. Budgeting as an effective financial management tool.
16. Improvement of financial management through the analysis of modern bankruptcy trends of Ukrainian enterprises.
17. Management of the bank personnel with a focus on its work mentality.
18. Technologies for resolving corporate conflicts in the enterprise management system
19. Personnel management of enterprises in conditions of rational use of labor resources.
20. The main factors of the efficiency of modern enterprise management.
21. Competitiveness of the enterprise: the main areas of improvement.
22. Strategic planning is the basis of the formation of enterprise budgets.
23. Bank development strategy in the real sector of the economy.
24. Bank development strategy: aspects of personnel policy management in crisis conditions.
25. Management of the development of corporate culture.
26. Organization of the enterprise planning system in the context of anti-crisis management.
27. Management of the bank business reputation.
28. Management of the client base in the context of the client-oriented strategy of the enterprise (bank).
29. Formation of the system of financial and credit relations of the bank and enterprises on the basis of marketing.
30. Marketing risk management of the enterprise.

31. Management of the complex of marketing communications of the enterprise (bank).
32. Brand management in the strategic development of the bank.
33. Competitiveness of the bank and ways to increase it.
34. Organizational and economic principles of image management of a banking institution.
35. Formation of the enterprise export strategy.
36. Formation and development of the enterprise marketing policy.
37. Organizational and economic foundations of the development of corporate social responsibility of an enterprise (bank).
38. Organization and management of business on the Internet as a factor in increasing the global competitiveness of the company
39. Management of human behavior in the organization as a factor of increasing competitiveness
40. Increasing the competitiveness of the organization by managing the public relations system
41. Peculiarities of financial management of industrial groups in the conditions of globalization
42. The use of social and psychological factors in the practice of team management in crisis conditions
43. Management of external economic activities of the enterprise.
44. Management of the enterprise entry into the European commodity market.
45. Enterprise management in crisis conditions.
46. Anti-crisis management in the prevention of internal threats of the bank.
47. Development of a set of marketing research on the foreign market.
48. Information security in the field of financial and credit relations.
49. Economic security in the field of financial and credit relations.
50. Experience of European countries regarding program mechanisms of state regulation of the investment and innovation process.
51. Organizational and institutional development of the management system in the field of financial and economic security.
52. The strategy of entering the European market.
53. Anti-crisis management in enterprise management.
54. Modern development of personnel management on the example of an enterprise (bank).
55. Development of strategic management on the example of an enterprise (bank).
56. Improvement of the bank development strategy in crisis conditions.
57. Priority areas of development of innovative management.
58. Development of a mechanism of corporate social responsibility at the enterprise.
59. Ways of improving the strategic management system of the organization.
60. Implementation of modern financial security management tools in the insurance sector.
61. Strategic directions of development of state regulation in the field of taxation.
62. Management of innovations in the enterprise management system.
63. Problems and prospects of strategic development of banking institutions.
64. The practice of using modern anti-crisis management tools in the bank

65. Management of credit and investment activities of banks of Ukraine.
66. Improving the company human resources management strategy.
67. Improvement of the bank financial stability management mechanism..
68. Enterprise management to achieve competitive advantages.
69. Justification of the project of implementation of new methods of organization and management.
70. Implementation of modern information systems as a means of increasing the efficiency of enterprise management.
71. Implementation of modern tools and technologies of strategic enterprise management.
72. Implementation of modern approaches to enterprise resource management.
73. Management of intellectual resources of the organization and ways to improve their efficiency.
74. Improvement of the operational management system at the enterprise.
75. Improving the use of the personnel potential of the enterprise.
76. Optimizing the personnel certification system at the enterprise in terms of quality management.
77. Implementation of modern approaches to the management of human resources of the enterprise.
78. Modern methods of a comprehensive personnel evaluation system based on economic security.
79. Technologies for resolving corporate conflicts in the system of economic security of banks.
80. Personnel threats in the activities of organizations at the current stage of economic development.
81. Social responsibility in the corporate governance system.
82. Diagnostics and monitoring in anti-crisis management of the banking system.
83. Creation of a support system for making managerial decisions in the field of financial and economic security.
84. New public management as a form of managerialism in modern conditions of Ukraine
85. State regulation of the investment and innovation process in Ukraine.
86. Regulatory and legal provision of state administration in the sphere of economic security in Ukraine
87. Priority directions of the state policy of Ukraine in the sphere of economic security
88. Priority directions of the state policy of Ukraine in the field of information security
89. Organization of the bank financial development management system.
90. Budgeting in the bank financial stability management system.
91. Customer-oriented strategy of the bank as an element of the marketing complex.
92. Integrated marketing system of a bank institution and ways to improve it.
93. Bank personnel management as a means of preventing internal bank threats.
94. Formation of the personnel management system of the enterprise.
95. Evaluation of the work of personnel at the enterprise.

96. Management of the innovative potential of the enterprise.
97. Justification of ways to increase the competitiveness of enterprises.
98. Improvement of marketing support of foreign economic activity of enterprises in the conditions of Ukraine's integration into the EU.
99. Formation of an effective mechanism for the development of the regional labor market.
100. Improvement of the mechanism of state management of rehabilitation capacity of enterprises.
101. Implementation of the system of effective management of socio-economic development of enterprises.
102. Ways of improving the organization strategic management system.
103. Improvement of the organizational principles of state regulation of foreign economic activity of the enterprise.
104. Development and implementation of the personnel audit system at enterprises of the industry.
105. Justification of implementation ways of state regulation of innovative development.
106. Social and psychological methods of enterprise management.
107. Organization and evaluation of the effectiveness of the banking personnel management process.
108. Creation of a management decision-making system at the enterprise.
109. Management of foreign investments at the enterprise.
110. Enterprise development strategy in modern conditions.
111. Mechanisms of corporate governance and their impact on the efficiency of the distribution enterprise.
112. Improving the work of the bank personnel management service.
113. Formation and promotion of the employer's brand.
114. Management of the bank's reputational risk.
115. Management of foreign economic activities of the bank.

Appendix B

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

Faculty **EDUCATION AND RESEARCH INSTITUTE
“KARAZIN BANKING INSTITUTE”**

Department **Management, Business and Professional Communications**

Specialty: **073 Management**

Group: **AM-22M full-time mode of study**

QUALIFYING MASTER’S THESIS

on the topic:

**BANK PERSONNEL MANAGEMENT AS A MEANS OF
PREVENTING ITS INTERNAL THREATS**submitted by the applicant of higher education **Volodymyr Ivanov****The thesis is accepted for defence in the EC**

Head of Department

PhD in Economics, Associate Professor_____ **Nadiia MORZOVA**

Scientific advisor

PhD in Economics, Associate Professor_____ **Tetiana NOVIKOVA**

Kharkiv 2024

Appendix C

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Faculty	EDUCATION AND RESEARCH INSTITUTE “KARAZIN BANKING INSTITUTE”
Department	Management, Business and Professional Communications
Level of higher education	Master’s degree
Specialty	073 Management
Educational program	Management of Organizations and Administration

APPROVED

Head of Department of
Management, Business and
Professional Communications
PhD in Economics, Assoc. Prof. Nadiia MOROZOVA

(signature)

«____» _____ 2024.

**ASSIGNMENT
FOR A QUALIFYING MASTER’S THESIS**

assigned to

Ivanov Volodymyr,

1. The topic of the thesis: "BANK STAFF MANAGEMENT AS A MEANS OF PREVENTING ITS INTERNAL THREATS."

Scientific advisor – Tetiana NOVIKOVA, PhD in Economics, Assoc. Prof.

(last name, first name, patronymic, academic degree, academic title)

approved by the order of the University dated "___" 2024. No. _____

2. Deadline for submission of thesis by the student _____

3. List of questions to be researched:

In chapter 1: to determine the theoretical and essential characteristics of the personnel management system and ensuring personnel security of banks as a means of preventing internal threats; analyze personnel security as a means of minimizing the bank's costs; determine the system of personnel management and ensuring personnel security of banks as a means of preventing internal threats; provide the technical and economic characteristics of the enterprise - the base of pre-diploma practice.

In chapter 2: to assess the bank's risks in the context of ensuring personnel security and the practice of their prevention; to analyze the general features of personnel management in Ukrainian banks; to investigate the personnel management of the enterprise - the base of pre-diploma practice.

In chapter 3: to adapt the bank's foreign personnel management experience to the possibility of its use in domestic practice; develop a bank personnel management system as a means of preventing internal threats; evaluate the indicators of personnel management of the enterprise - the base of pre-diploma practice and their impact on the personnel security of the banking institution.

4. Plan of qualifying master's thesis

№	Names of thesis chapters
1	THEORETICAL BASICS OF PERSONNEL MANAGEMENT AND ENSURING PERSONNEL SECURITY OF THE BANK
2	CURRENT PRACTICE OF BANK PERSONNEL MANAGEMENT AS A MEASURE OF PREVENTION OF ITS INTERNAL THREATS
3	WAYS OF IMPROVING APPROACHES TO PERSONNEL MANAGEMENT WITH THE PURPOSE OF MINIMIZING RISKS AND THREATS TO THE BANK

5. Date of assignment issuance _____

Student _____
Signature

Volodymyr IVANOV
initials, full name

Scientific advisor _____
Signature

Tetiana NOVIKOVA
full name

Note: the individual assignment form is printed double-sided.

In the settings of the page fields of this document, use the "Mirror fields" option

Word 2010: "Page Layout"→"Fields"→"Custom Fields"→Pages→"Mirror Fields"

Appendix D

ABSTRACT

The qualifying master's thesis contains pages, tables, drawings, a list of literature fromnames, applications.

The object of the study is the bank's personnel management process.

The subject of the study is the theoretical, methodological and practical aspects of ensuring the bank's personnel management as a means of preventing its internal threats.

The aim of the qualifying master's thesis consists in the theoretical justification of the foundations of the organization of bank personnel management, the disclosure of current practice in the organization and development prospects of bank personnel management, as well as the search for directions for the improvement of this work based on the systematization of other and new proposals on this issue.

The tasks of the qualifying master's thesis are:

- to investigate the theoretical and essential characteristics of the personnel management system and personnel security of banks as a means of preventing internal threats;
- characterize personnel security as a means of minimizing the bank's costs;
- determine the system of personnel management and ensuring personnel security of banks as a means of preventing internal threats;
- to provide the technical and economic characteristics of the enterprise - the base of pre-diploma practice;
- assess the bank's risks in the context of ensuring personnel security and the practice of their prevention;
- to analyze the general features of personnel management in Ukrainian banks;
- to investigate the personnel management of the enterprise - the base of pre-diploma practice;
- to adapt the bank's foreign personnel management experience to the possibility of its use in domestic practice;
- develop a bank personnel management system as a means of preventing internal threats;
- evaluate the indicators of personnel management of the enterprise - the base of pre-diploma practice and their impact on the personnel security of the banking institution.

Based on the results of the research theoretical and practical provisions were formulated, which the author brought to concrete proposals for improving the personnel management system in Ukrainian banks.

The obtained results can be used in the development of methodological foundations for the design of the bank's personnel management mechanism as a means of preventing its internal threats.

Year of the qualification master's thesis completion: 2024

Year of the qualification master's thesis defense: 2024

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Appendix F INTRODUCTION

..... (justify the relevance and expediency of conducting research to solve the scientific task set in the work, while the chain of justification should be as follows: modern problems of management development in general → the need to solve them with the help of a specified object research) The importance of this problem indicates that In this connection, the study of issues (according to the chosen topic) acquires special importance, which determines the relevance of the chosen topic and the feasibility of conducting research for the development of this issue.

The theoretical basis of the work is the scientific works of domestic and foreign scientists and specialists on the issues of (in accordance with the topic of the work) The research is aimed at solving this scientific task (authors of textbooks, monographs, articles listed in the bibliography, in alphabetical order).

The purpose of the work is to generalize the theoretical foundations of the organization, to reveal the current practice from (title of the topic), as well as finding ways to improve this work based on the systematization of existing proposals on this issue.

To achieve the set goal, the following tasks are solved in the work:

- the role of was investigated
- justified
- considered the process of (name of subdivisions
- laid out of each chapter)
- the current state is given
- an analysis of current practice was carried out
- suggested ways of improvement.....

The object of the research is (a phenomenon or a process is determined, which is investigated in accordance with the topic of the work on the basis of the data of the enterprise or institution)

The subject of research - (what is within the scope of the research object)

A number of general scientific and special research methods were used in the work, namely: ... (for example):... logical generalization and analysis - for; system approach - for; economic analysis - for; mathematical statistics - for; theories of optimal solutions - for; formalization and modeling - to develop an assessment model, and other methods.

The scientific novelty of the qualifying master's work consists in ..(new scientific provisions (decisions) that were formulated/improved/developed for the first time and were substantively substantiated, as well as methodical recommendations that are implemented in practice and affect the achievement of new economic results are given).

Considerable attention is paid to this issue ... (for example, by the Verkhovna Rada of Ukraine, the Cabinet of Ministers, the Ministry of Finance or the National Bank of Ukraine) which is reflected in the laws of Ukraine (specify laws related to the topic of work and other laws - with an indication of the number and date of registration, as well as Resolutions,

instructions - with an indication of the number, date of registration and the presence of changes).. and other sources.

The information base of the research is the data of the State Committee of Statistics of Ukraine, the National Bank of Ukraine, the Association of Ukrainian Banks, *(if necessary, add sources)* and other statistical sources.

The implementation of proposals and recommendations provided in the work will allow *(according to the chosen topic)*..... This will provide an opportunity to organize the activities of enterprises and institutions *(according to the chosen topic)*.....

..... *(theoretical / methodological / practical - choose!)* provisions of the qualifying master's thesis are published on *(indicate the name and all the conference data)*

Based on the results of the research, a scientific article "..... specify the title of the article..." was published in the professional publication *(specify the title and its affiliation to the scientometric database - if there is one).*

Appendix G

CONCLUSIONS

The research carried out in the work allows us to draw the following conclusions.

The research results obtained in the work are given.

The theoretical provisions taken as a basis are indicated, the identified results of the institution or organization are outlined, the main proposals for improving the solved issue are given, and recommendations for their use are outlined.

When writing conclusions, it is recommended to follow the sequence of the research carried out in the work.

Example:

First, re-formulate the relevance of the research topic, but more briefly than in the introduction.

Then - (correspondence to the content) provide one concluding paragraph for each subsection of the qualifying master's thesis.

But after briefly stating the conclusions regarding the first and second sections of the work, it is recommended to write the following sentence (regarding the results of the research obtained in the third section), for example:

The consideration and analysis of the above issues led to the need to find ways to improve the researched process. The author analyzed the existing proposals on this issue and systematized them in the following directions.

First. (briefly - in one paragraph - the content of subsection 3.1)

.....

Second. (briefly – in one paragraph - the content of subsection 3.2)

.....

Third. (briefly - in one paragraph - the content of subsection 3.3)

.....

etc.

.....

The last paragraph of the conclusions is general, in which the theoretical and practical value of the obtained results is finally summarized.

P.S. :

1). Acquaintance with the text of the conclusions should form an idea of the extent to which the author of the work has implemented the set goal and tasks.

2). Students should pay special attention to writing the "introduction" and "conclusions" of their work, because:

- they must clearly meet the established requirements (as structural components of works);

- their correct structure is the basis of the report that the student prepares to defend the work.

Appendix H

**EXAMPLES
OF THE BIBLIOGRAPHICAL DESCRIPTION
IN REFERENCES**

Resources	Examples
Books: One author	1. Сердюкова О. І. Professional English: Course-Book for Upper-intermediate Level Students in Banking and Finance: навч. посіб. Львів : «Новий Світ – 2000», 2013. 311 с. 3. Чистіліна Т. О. Етика та естетика: навч. посіб. Київ : «Центр учбової літератури», 2013. 304 с. 4. Ковальчук В. Г. Менеджмент організації. Методичні рекомендації до практичних занять для здобувачів вищої освіти за освітньою програмою «Адміністративний менеджмент». Харків : Вид.-во НФаУ, 2018. 65 с.
Two authors	1. Таукешева Т. Д., Даудова Г. В. Вплив бюджету міста Харкова на соціально-економічний розвиток територіальної громади в 2020 році: Інформаційно-аналітичні матеріали. Харків : ФОП Ясінська, 2020. 146 с. 2. Семенченко Т. О., Черняк Л. І. Навчально-методичний посібник для самостійної роботи з дисципліни «Професійна іноземна мова та міжнародні бізнес-комунікації (англійська)». Харків : ХННІ ДВНЗ «Університет банківської справи», 2018. 83 с. 3. Ковальчук В. Г., Курносів О. В. Практикум : збірник задач, ділових ігор та ситуаційних вправ з дисципліни «УБС студія «Управління людськими ресурсами». Харків : ХННІ ДВНЗ «УБС», 2018. 114 с.
Three authors	1. Аніловська Г. Я., Марушко Н. С., Стоколоса Т. М. Інформаційні системи і технології у фінансах : навч. посіб. Львів : Магнолія 2006, 2015. 312 с. 2. Кузнецов М. А., Фоменко К. І., Кузнецов О. І. Психічні стани студентів у процесі навчально-пізнавальної діяльності : монографія. Харків : ХНПУ, 2015. 338 с.
Four authors and more	1. Семенченко Т. О., Сердюкова О. І., Чернявська І. С., Шевченко В. І. Професійна іноземна мова та міжнародні бізнес-комунікації: Навчально-методичний посібник для розвитку усного мовлення для студентів ОКР «бакалавр» і «магістр». Харків : ХННІ ДВНЗ УБС, 2019. 70 с. 2. Розвиток місцевих бюджетів у сучасних умовах (на прикладі виконання бюджету міста Харкова за 2001-2019 роки): Інформаційний журнал / Даудова Г. В. та ін. Харків : ФОП Ясінська, 2020. 288 с. 3. Посткризовий розвиток фондового ринку: світові тенденції і національні особливості: монографія / Азаренкова Г. М. та ін. Київ: УБС НБУ, 2013. 278 с.
Authors/ editors/ compliers	1. Івашенко М. В., Карпова І. В., Соболева О. П., Шкодін І. В. Національна економіка: навчальний посібник / за заг. редакцією О. П. Соболевої. Львів : «Новий Світ-2000», 2013. 518 с. 2. Яременко О. Л., Соболева О. П., Шкодін І. В., Івашенко М. В. Інституціональні чинники розвитку фінансового сектора економіки в умовах ринкової трансформації: монографія. / за заг. ред. д-ра екон. наук, проф. В. М. Соболева. Київ : УБС НБУ, 2010. 350 с

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author's abstracts of dissertations	<ol style="list-style-type: none"> 1. Іващенко М. В. Економічна поведінка як чинник інституціональних перетворень : автореф. дис. ... канд. екон. наук : 08.00.01. Харків, 2011. 20 с. 2. Новикова Т. В. Планування рекламної діяльності підприємства : автореф. дис. ... канд. екон. наук : 08.06.02. Харків, 2001. 20 с.
Dissertations	<ol style="list-style-type: none"> 1. Іващенко М. В. Економічна поведінка як чинник інституціональних перетворень : дис. ... канд. екон. наук : 08.00.01. / Харківський національний університет імені В. Н. Каразіна. Харків, 2011. 215 с.
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<p>electronic resources</p>	<ol style="list-style-type: none"> 1. Топалова С., Фоломєєв М. Запуск електронного голосування: корисний досвід Естонії. URL: https://ukr.lb.ua/blog/svetlana_topalova/456467_zapusk (дата звернення: 15.09.2024). 2. Топалова С. Фахові та громадянські компетентності вчителя: лінії дотику. URL: https://ukr.lb.ua/blog/svetlana_topalova/457625_fahovi_gromadyanski.html (дата звернення: 15.09.2024).

Appendix I
REVIEW
for a qualifying master's thesis
 applicant of higher education of V.N. Karazin Kharkiv National University
 Educational and Research Institute
 "Karazin Banking Institute"
full-time (part-time) form of education
Vladimir Ivanov
 on the topic: **BANK PERSONNEL MANAGEMENT AS A MEANS OF
 PREVENTING ITS INTERNAL THREATS**

Reviewers of qualifying master's theses are appointed by order of the dean of the faculty from among the most qualified teachers of the faculty, as a rule, doctors and candidates of sciences. Highly qualified specialists from other higher educational institutions, research institutions, enterprises, institutions and organizations may also be involved in the review of qualifying master's theses.

The review should contain a thorough analysis and general assessment of the quality of the master's thesis, its practical significance and the possibilities of implementing the conclusions and proposals. The review may indicate the shortcomings of the work, as well as draw a conclusion: the work is recommended for defense or not.

The review should contain a description of such aspects of the work as:

- Actuality of theme;
- correspondence of the content of the work to the approved topic and task regarding its development;
- the completeness of the solutions to the questions, the depth of their processing, the presence of elements of scientific research;
- the originality of proposals, their reality, justification and possibility of application in the institution;
- the completeness of the use of special literature, normative and reference materials, factual data during the preparation of the work;
- style of presentation and design of work;
- shortcomings in the work.

When reviewing a qualifying master's thesis by researchers and experienced specialists from enterprises and institutions, a grade for the work (!!!) is issued.

The review is made in one copy; the reviewer's signature must be certified by the seal of the institution where he works.

Reviewer

(position, place of work)

seal, signature

(initials, surname)

Appendix J
**A sample of an application for approval of the topic
of a qualifying master's thesis**

Head of the Department of Management,
Business and Professional Communications
PhD in Economics, Assoc.Prof Nadiia MOROZOVA
An applicant of higher education group AM-24M
Educational and Research Institute
"Karazin Banking Institute"

(Full Name)

STATEMENT

I am asking you to approve the topic of the qualifying master's thesis "Bank personnel management", which will be performed using the source data of the pre-diploma practice database of JSC CB "Privatbank".

The substantiation of the relevance of the topic of the qualifying master's thesis and the project of the individual task for the qualifying master's thesis are attached.

Date _____

Personal signature _____

Appendix K
Sample of the title page of the QMT visual material

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
 V.N. Karazin Kharkiv National University

Name of the faculty	EDUCATIONAL AND RESEARCH INSTITUTE "KARAZIN BANKING INSTITUTE"
Name of the Department	Management, Business and Professional Communications

GRAPHIC MATERIAL
 (presentation slides)
TO THE DEFENSE OF A QUALIFIED MASTER'S THESIS
 on the topic
**BANK PERSONNEL MANAGEMENT AS A MEANS OF PREVENTING ITS
 INTERNAL THREATS**

Performed by: the applicant of higher education
 2nd year, group _____
 specialty 073 Management
 (code and name of specialty)

 (surname and initials of higher education applicant)

Scientific advisor _____
 (academic degree and rank, surname and initials)

Application L
**Requirements for presentation slides
for the qualification master's thesis defence**

Slide 1	Title slide	
Slide 2	Structural and logical diagram of the study	
Slide 3	Content of subsection 1.1	If necessary, on one slide it is allowed: - placement of several graphs, tables, diagrams, diagrams, etc. - if it helps to more comprehensively present the results of the research conducted in the subsection; - combining the results of subdivisions, if it improves their presentation (but - while maintaining the logic and sequence of presentation of results).
Slide 4	Content of subsection 1.2.	
Slide etc	
Slide ...	Content of subsection 2.1	
Slide ...	Content of subsection 2.2	
Slide etc	
Slide ...	Content of subsection 3.1	
Slide ...	Content of subsection 3.2	
Slide etc	
Slide	The last meaningful slide, in which: - the theoretical and practical value of the results obtained is finally summed up; - results of CMR results testing are given; - a conclusion is made about the prospects (subject) of further scientific research	
Slide	«Thank you for your attention!»	
(!!!) The main focus of the presentation should be on the fullest possible implementation of the content of the "theory → analysis → optimization" chain, especially in the analytical and optimization parts.		
<p>The materials that will be contained in the presented presentation should best suit the purpose of the work.</p> <p>Presentation slides should be as meaningful and correct as possible, and their load should contain GENERALIZED diagrams, figures, tables, graphs, diagrams, etc.</p> <p>Do not burden the presentation with text material.</p> <p>It is advisable to pay special attention to the revision of the content, as well as the overall availability and quality of the slides.</p> <p>The design of electronic slides should be strict and consistent.</p> <p>The use of unnecessary special effects and images is unacceptable.</p> <p>Look out! The main emphasis of the content of the slides of the presentation should be made on the presentation of the SPECIFIC RESULTS of the study, which should form an idea of the degree of implementation by the author of the qualification work of the goals and objectives.</p>		

Presentation slides must also be printed and presented to the thesis supervisor for approval.

Note: in order to comply with the established regulations regarding the duration of the student's defense report (8-10 minutes), a 2-page (no more!) volume of the printed report is recommended.