HIGHER EDUCATIONAL INSTITUTION
“KROK” UNIVERSITY

DEPARTMENT OF
INTERNATIONAL BUSINESS

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GUIDELINES
for the preparation of Course Paper
for Bachelor degree students

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

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Methodological Guidelines for the Preparation of Course Papers
(Specialty 073 "Management," Educational Program "Management (English)" of the First (Bachelor's) Level of Higher Education)
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The methodological guidelines for the preparation of Course Papers are intended for second- and third-year students of the specialty "Management" (Educational Program "Management (English)," first (bachelor's) level of higher education) for the following disciplines:

- "Organization Theory and Organization Development" (2nd year),
- "Sustainable Strategic Management" (3rd year).

These guidelines cover the key aspects of preparing a Course Paper, aiming to assist students in the drafting and defense of their Course Paper. The document provides formatting requirements for Course Papers and includes a list of suggested topics.
The presented educational and methodological materials are the result of collective efforts by the “KROK” University.

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INTRODUCTION

The Course Paper is a crucial component of the professional training of future specialists in the field of management.

These methodological guidelines for completing Course Papers are aimed at equipping higher education students with methods for independent research and the practical application of theoretical knowledge during the process of conducting scientific research while preparing their Course Papers.

The Course Paper is designed to foster independent activity and analytical skills among students, enabling them to deepen and systematize their theoretical and practical knowledge in the field of management activities.

While writing a Course Paper, students must demonstrate their ability to use regulatory documents and specialized scientific literature, articulate and express thoughts clearly, and formulate well-grounded judgments and proposals.

The purpose of these methodological guidelines is to develop students' knowledge of the fundamental principles of writing scientific texts in management, mastery of independent research methods, and practical application of theoretical knowledge to address specific tasks in the process of completing their Course Papers.

The Course Paper is an integral part of the mandatory components of the Educational Program (EP) "Management (English)." Its completion is provided for in the academic curriculum and the educational process schedule.

The process of writing a Course Paper reinforces the competences formed by the academic discipline, as outlined in the higher education standards:

General Competences (GC):

GC3. Ability to abstract thinking, analysis, synthesis.

GC9. Ability to learn and master modern knowledge.

GC10. Ability to conduct research at the appropriate level.

Professional Competencies (PC):

PC1. Ability to identify and describe the characteristics of the organization.

PC2.Ability to analyze the results of the organization, to compare them with the factors of external and internal environment.

PC7. Ability to choose and use modern management tools.

PC12. Ability to analyze and structure the problems of the organization, to form justified decisions.

Program learning outcomes (PLO):

PLO6. Demonstrate skills of search, collection and analysis of information, calculation of indicators to justify managerial, innovation and investment decisions.

PLO16. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

PLO17. Perform 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.

The Course Paper is a critical component in forming professional competences and achieving program learning outcomes. It enables students to master methods of analysis, systematization, and generalization in alignment with the stages of completing the paper. It serves as the student's first step in scientific research.

The experience gained during the preparation of the Course Paper will be invaluable for future academic work, such as research and qualification projects, as well as for practical application in professional roles within enterprises.

The preparation and defense of the Course Paper must adhere to the principles of academic integrity.

1. GENERAL PROVISIONS FOR COMPLETING THE COURSE PAPER

1.1. Procedure for Completing the Course Paper

The Course Paper is the result of the student's independent research. To successfully complete the Course Paper within the educational program "Management (English)", students must strictly adhere to the following recommendations.

The Course Paper is completed in the following sequence:

- Selecting a topic for the Course Paper;
- Reviewing literature on the chosen topic;
- Drafting a work plan;
- Writing and formatting the paper;
- Submitting the Course Paper to the supervisor for review;
- Defending the Course Paper.

The Course Paper is conducted independently, with consultations from the academic supervisor, during the study of the relevant academic discipline as part of the educational process.

The Course Paper should include the following research elements:

- Topic;
- Relevance;
- Research subject and object;
- Practical significance;
- Comprehensive, systematic approach to solving research tasks;
- Theoretical application of modern methodology;
- Creative elements.

The topic of the Course Paper must address one of the pressing issues in modern management. Students may choose a topic from the provided list of topics. The selection of a Course Paper topic should meet the following criteria:

- Relevance: The topic should be timely and significant for contemporary research;
- Credibility: Data and results must align with real-world accuracy;
- Personal Interest: The topic should hold importance and appeal to the student in addressing a specific issue.

The ultimate goal of the Course Paper is to acquire new knowledge or solve a specific scientific problem within the chosen topic. It defines the contribution the author aims to make to the relevant field of knowledge.

- Object of Research: A process or phenomenon related to the management of organizations and their subdivisions that creates a problematic situation or requires more detailed study.
- *Example:* "Management processes of an enterprise's foreign economic activities."
- Subject of Research: A phenomenon or process within the object, viewed as an element or part of the object of research.

- *Example:* "Mechanisms for optimizing and strategizing an enterprise."

1.3. Key Objectives of the Course Paper

The primary tasks of completing a Course Paper include:

- Familiarizing with the requirements for organizing and conducting scientific research, as well as preparing and formatting a Course Paper as a type of scientific research;
- Mastering the methodology for completing a Course Paper using key information sources and scientific literature;
- Justifying the relevance, scientific, and practical significance of the chosen research topic;
- Acquiring knowledge and skills in applying research methodology and presenting theoretical and experimental results in the format of a Course Paper;
- Developing the ability to independently analyze research methodology;
- Gaining knowledge and skills in substantiating and explaining the key results, confirming the relevance and timeliness of the research;
- Understanding the requirements for preparation and the process of defending a Course Paper.

A systematic approach to researching the Course Paper's topic involves a comprehensive study of the object from various perspectives. This includes:

- Theoretical substantiation,
- Analysis of practical application,
- Evaluation of implementation conditions within the enterprise,
- Development of proposals to improve existing methods and approaches.

All these aspects are interrelated, ensuring the coherence and logical consistency of the research.

1.5. Basic Requirements for the Course Paper

The Course Paper must meet the following requirements:

- Independent analysis and synthesis of sources on the research topic;
- Proper definition and justification of the research object and subject, with accurate formulation of conclusions;
- Original presentation of material;
- Formatting in accordance with established guidelines;
- Timely completion and submission of the work.

1.2. Responsibilities of the Student and the Supervisor for the Course Paper

Students who have fulfilled all the requirements of the academic curriculum are eligible to write a Course Paper.

The main responsibilities of the student when preparing a Course Paper are:

- independently review fundamental works as well as recent scientific publications relevant to the Course Paper topic;
- use statistical data obtained from regulatory documents, materials from international organizations, national statistical agencies, industry associations, tourism enterprises, and other sources;
- suggest and find possible solutions to the problem addressed in the Course

Paper;

- adhere to the established timelines for completing and defending the Course Paper;
- take responsibility for the validity of conclusions, the accuracy of calculations, and the quality of formatting;
- follow the principles of academic integrity.

The responsibilities of the Course Paper supervisor include:

- guiding the student in developing a plan for the Course Paper;
- recommending specialized, regulatory literature and information sources related to the chosen topic of the Course Paper;
- preventing non-independent completion of the Course Paper;
- providing regular consultations to the student regarding the Course Paper process;
- monitoring compliance with the schedule, the quality, and the independence of the work;
- preparing a review of the Course Paper.

By signing the Cover page of the Course Paper, the supervisor assumes responsibility for ensuring compliance with regulatory requirements and certifies the sufficient quality of the completed work.

Independent completion of Course Papers by students of "KROK" UNIVERSITY is an essential condition for the effectiveness of such work as an element of the educational process, fostering students' research skills.

Attention! *Non-independent completion of a Course Paper is understood as plagiarism, which includes using another person's text, published in print or electronic form, without full attribution or with attribution but to such an extent or in a manner that calls into question the independence of the work or one of its main sections.*

The responsibility for ensuring the independent completion of the Course Paper lies with both the student and the supervisor.

Adhering to the principles of academic integrity is key in preparing the Course Paper! (Appendix 3)

1.3. Selection and Approval of the Topic

The topics for Course Papers are developed by the Department of International Business and are updated annually, revised, and refined in line with current trends in the field of management (Appendix 1).

Course Papers within the educational program "Management (English)" are primarily research-oriented, with elements of practical application, taking into account the specifics of the specialty.

Students are entitled to propose their own Course Paper topics, provided they justify the feasibility of such research. Preference is given to topics that can be further developed in the qualification paper with an in-depth investigation of the selected issue.

The research base may include any domestic or foreign enterprise, institution, or organization that has independent reporting and conducts its activities.

When selecting a topic, the following should be considered:

- its relevance,

- the availability of statistical and other information necessary for conducting the research,
- the feasibility of obtaining and processing relevant factual material for the specific research object.

The approved list of Course Paper topics is published and shared with students via corporate email, departmental notice boards, and online messages in social media.

If the student does not inform the department about the choice of the topic of the Course Paper without a valid reason, the topic of the Course Paper is assigned to the students by the choice of the Department.

2. STRUCTURE AND RECOMMENDATIONS FOR WRITING COURSE PAPER SECTIONS

2.1. Structure of the Course Paper

A Course Paper should include the following sections:

- **Cover page**: A sample format is provided in *Appendix 2*.
- **Declaration of Honour**: A sample format is provided in *Appendix 3*.
- **Table of Contents.**
- **Introduction.**
- **Main Body (3 Chapters)**, consisting of theoretical and practical sections.
- **Conclusions**.
- **References**.

The structure of the Course Paper is flexible and may be adapted to the specifics of the research problem. The length of each section is determined by the need for a comprehensive presentation of the material and the logic of the research.

- **Overall length**: 30–40 typed pages (including references but excluding appendices).
- **Supporting materials**: Tables and technical documentation should be included in the appendices.
- **The number of pages** for individual sections is not strictly regulated but should meet the requirements for sufficient informativeness and justification of decisions and conclusions.

Table 1.

Recommended Length of Structural Sections in the Course Paper

Structure of the work	Volume of the printed text, pages
COVER PAGE	1
DECLARATION OF HONOUR	1
TABLE OF CONTENTS	1
REFERENCES	2-3
CHAPTER 1	9-10
CHAPTER 2	8-9
CHAPTER 3	8-9
CONCLUSIONS	2-3
REFERENCES	4-5
APPENDICES	Up to 7

The structure of the Course Paper must be clear, logical, and include the following elements:

- Cover page.
- Declaration of Honour.
- Table of Contents.
- Introduction.

- Main Body, consisting of three chapters, each subdivided into appropriate sub-sections.
- Conclusions.
- List of References.
- Appendices.

The requirements for the structure and content of each component of the Course Paper are detailed in Table 2.

Table 2

The requirements for the structure and content of the Course Paper

Structural parts of the paper	Content of the structural parts
INTRODUCTION	- relevance of the Course Paper topic - purpose, object, and subject of the research - objectives of the Course Paper - research methods - structure of the paper
CHAPTER 1. Title of the Chapter (2-3 Subsections)	Theoretical aspects of the topic, the scientific and methodological basis of the research, and recommended use of statistical data are covered.
CHAPTER 2. Title of the Chapter (2-3 Subsections)	Analysis of the state of the research object, trends in its development, and examples of specific cases of problem-solving are provided. It is mandatory to use statistical data from official domestic and foreign sources, as well as websites of leading domestic and international tourism organizations.
CHAPTER 3. Title of the Chapter (2-3 Subsections)	Description of the problems and development prospects of the research object, proposals for its improvement, justification of approaches (including innovative ones) to solve the identified problems, and formulation of practical recommendations.
CONCLUSIONS	- Concise presentation of the research results - Evaluation of the research results in accordance with its purpose and objectives
REFERENCES	At least 25–30 references for Course Papers by second-year students and at least 30–35 references for third-year students. The list is compiled in the order of references in the text of the Course Paper.
APPENDICES	Supplementary and illustrative materials: large tables, diagrams, charts, graphs, etc.

2.2 Content of the Course Paper

The compilation of the Course Paper content is an important and responsible stage of its preparation. The content must cover the key issues of the topic, be clear and logically consistent, and reflect the structure of the Course Paper.

The quality of the Course Paper depends on a well-organized and logically composed content. The content of the Course Paper must include the titles and starting page numbers of all sections and subsections of the paper, beginning with the introduction and ending with the appendices.

The Course Paper content includes the following components:

¬ **INTRODUCTION**, which substantiates the relevance of the research problem in modern conditions, indicates the object and subject of the study, the purpose of writing the Course Paper, and the tasks to be solved to achieve the stated purpose.

¬ **CHAPTER 1** – the theoretical part, which determines the essence of the object and subject of the study, its historical development, typological characteristics, etc., thus revealing the theoretical aspects of the problem under study.

¬ **CHAPTER 2** – the analytical-descriptive part of the Course Paper, which is dedicated to analyzing the factors, state, and trends in the development of the research object (using a specific enterprise or region as an example), and calculating the economic indicators of the chosen object within the research topic.

¬ **CHAPTER 3** – the recommendation part, which highlights the problems of the research object, identifies prospective directions for its further development, modernization approaches, and provides personal recommendations for the practical application of the research results.

¬ **CONCLUSIONS** – state the results of the tasks outlined in the paper.

¬ **LIST OF REFERENCES**.

¬ **APPENDICES**.

Thus, the choice of the Course Paper topic and the compilation of its content determine its future quality and informational value for science and practice.

3. ORGANIZATION OF EXECUTION AND DESIGN OF THE COURSE PAPER

3.1. Stages and Sequence of Execution of the Course Paper

The execution of the Course Paper is carried out in several stages: choosing a topic, familiarizing oneself with its theoretical and practical issues, creating a preliminary plan, selecting references and factual materials, consulting with the academic advisor and refining the plan, writing and formatting the Course Paper, submitting it for review at the department, revising after receiving feedback, and defending the paper. The execution of the Course Paper can be conditionally divided into four stages: preparatory, initial, main, and final. The content of each stage is presented in Table 3.

Table 3

Stages of Course Paper execution

№	Stage Title	Content of the Stage
Stage I	Preparatory	– Familiarization with the methodological recommendations for writing the Course Paper; – Familiarization with the topics of Course Papers
Stage II	Initial	– Choosing the topic of the Course Paper; – Preliminary review of informational sources; – Defining the goals, objectives, subject, and object of the research; – Drafting the table of contents of the Course Paper
Stage III	Main	– In-depth study of informational sources; – Drafting the research content and agreeing on it with the academic advisor; – Writing the preliminary version of the Course Paper according to the agreed content; – Revision and proper formatting of the Course Paper
Stage IV	Final	– Reviewing the Course Paper by the academic advisor; – Defense

The stages define the sequence of Course Paper execution.

The preparatory stage involves familiarizing students with the methodological guidelines for preparing Course Papers, including the requirements for proper formatting, content, structure, etc. This stage also includes introducing students to the list of Course Paper topics proposed by the graduating department. The suggested topics for Course Papers are provided in the appendices of the methodological guidelines (Appendix 1).

The initial stage of Course Paper preparation involves selecting and assigning one of the Course Paper topics to the student, corresponding to their interests, creative abilities, and potential future application in their professional field.

When choosing a Course Paper topic, it is advisable to consider:

- The student's professional orientation.
- The student's personal interests and plans to deepen knowledge in specific, relevant issues of management development.
- The possibility of using materials from enterprises, organizations, and institutions related to the chosen research direction.
- The availability of sufficient literary sources and research works on closely related topics in adjacent disciplines.

The main stage of Course Paper preparation. After the topic of the Course Paper has been determined, students independently select informational sources (books, monographs, articles, regulatory and legal documents, and electronic information sources) related to the chosen topic.

After compiling the bibliography, students begin studying the sources. A deep critical analysis of literary, official, departmental, and statistical sources allows one to clarify the current state of the most important issues of the Course Paper topic and the level of their development. By clearly defining the directions, scope, and nature of the information required to complete the paper, students need to draft the most appropriate plan for the Course Paper, adhering to the requirements for its development specified in the previous section of the methodological guidelines.

The next step in the Course Paper execution is to substantively fill the structural parts outlined in the plan: the introduction, main body, conclusions, list of references, and appendices.

The final stage is the review of the Course Paper by the academic supervisor and the defense of the work by the student.

3.2. Format of the Course Paper

General formatting requirements

The work should be done in the form of a standard text file created in Microsoft Word and printed on one side of standard white A4 paper with a "portrait" orientation.

The text is printed with the following margins: left – 3 cm; right – 1.5 cm; top and bottom – 2 cm. The paragraph indentation is 1.25 cm.

The recommended font for the Course Paper is Times New Roman, font size 14, line spacing 1.5; text alignment – justified.

Page numbering is mandatory. Page numbers should be placed at the top right of the page in the same font as the main text. The number on the Cover page and the next page containing the table of contents should not be numbered. The next page will be numbered as 3.

The paper begins with the Cover page, which is formatted according to the standard template provided in the appendices (Appendix 2).

Header formatting

The titles of the structural parts of the paper such as "DECLARATION OF HONOUR", "TABLE OF CONTENTS", "INTRODUCTION", "CHAPTER", "CONCLUSIONS", "REFERENCES", and "APPENDICES" should be printed in

uppercase letters and centered. Subsection titles should be printed in lowercase letters (except for the first letter) with a paragraph indentation, aligned symmetrically to the text. The titles of the chapters and sections in the table of contents and within the text should match.

All headings should begin with a capital letter without a period at the end.

For example:

CHAPTER 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE RESEARCH PROBLEM

1.1. The essence of the concept of "management"

The titles of chapters are written in uppercase letters, while subsection titles are written in lowercase. Chapter titles are centered, whereas subsection titles are aligned to the left margin with a paragraph indentation.

The introduction, chapter titles, conclusions, references, and appendices start on a new page, while subsection titles follow immediately after the conclusion of the preceding text. It is prohibited to separate a title from its corresponding text, i.e., to start the text on a different page. Hyphenation in titles is not allowed. No period is placed at the end of a title (except in cases where the title consists of two sentences, which are separated by a period).

The spacing between a chapter title (excluding subsection titles) and the text should equal two line spaces of the main text (30 mm).

Chapters, subsections, paragraphs, figures, tables, and formulas are numbered with Arabic numerals without the "No." symbol. The table of contents, introduction, conclusions, list of references, and appendices are not numbered as chapters.

The chapter number is placed after the word "CHAPTER." Subsections are numbered within each chapter using the chapter number followed by the subsection's sequential number, separated by a period, for example: "1.2." (the second subsection of the first chapter) or "2.3." (the third subsection of the second chapter). The subsection title is then provided on the same line.

Illustrative Material Formatting

The Course Paper may include illustrative materials such as tables and figures (diagrams, charts, graphs, etc.), as well as formulas. These are typically used to enhance the understanding of the presented points, complement the text of the Course Paper, delve deeper into the essence of phenomena, and visually illustrate the author's ideas. Therefore, each illustrative element must be referenced in the text with accompanying commentary.

Illustrations are labeled with appropriate terms (e.g., "Fig.," "Table," etc.) and are numbered sequentially within the chapter (excluding illustrations in appendices). The number of each illustration consists of the chapter number and the sequential number of the specific illustration, separated by a period, e.g., "Fig. 1.2" (the second figure in the first chapter), "Table 3.1" (the first table in the third chapter), etc. Upon

the first reference to an illustration, its full title and number are provided (e.g., "Table 1.2"). For subsequent references, the word "see" is added in its abbreviated form (e.g., "see Table 1.2").

Illustrations should be placed in the paper immediately after the text where they are first mentioned or on the following page. They should be arranged for convenient review. Tables and figures should use the Times New Roman font, with font sizes of 12 or 14; bold or italic fonts are permissible, and the line spacing should be 1.0. Images may be in black and white or color. All elements of a figure must be grouped as a single object.

Illustrative material should be included directly in the text of the paper if it is essential and not overly large (occupying no more than half a page) or in the appendices if it is secondary and/or large (occupying more than half a page). Examples of illustrative material formatting are provided below.

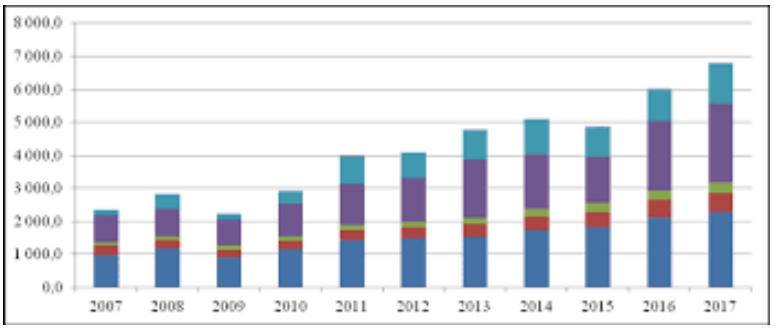


Fig 1.3 Dynamics of tax revenues in Kazakhstan Republic for 2007 to 2017

Source: [62] compiled by authors according to Official website of the Committee on Statistics of the Republic of Kazakhstan

Fig. 1.3 means: the third figure in the first section.

Titles of charts, diagrams, and schematic images formatted as figures are placed below the illustration. If the illustration is borrowed from a specific source, it is mandatory to indicate this source by referencing it in the list of references. If the illustration is created independently but based on sourced data, the source of the data must be cited in the list of references. If the illustration is an original creation, no source is specified.

Illustrative material formatted as a table has specific requirements. The word "Table" and its number are placed at the top right above the table. Each table must have a title starting with a capital letter and without a period at the end. The title of the table is placed above it.

Tables are placed immediately after their first mention in the text, ensuring that they can be read without rotating the document or with a clockwise rotation.

In tables containing numerical data, the unit of measurement must always be indicated. If all measurements in the table are expressed in the same unit, it should be specified in the table's heading in accordance with standards.

For example:

Table 2.1

Number of codes per interview

Interview	Participant	Number of unique codes	Number of new codes
1	PIC1	20	20
2	PIC2	21	14
3	PIC3	21	6
4	PIC4	21	1
5	P2C3	21	0

Source: [106].

Table 2.1 means: the first table of the second chapter.

For example,

Table 3.2

Awareness of Shoprite

Significance	N	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean value (%)	Std.D	Decision
I heard about Shoprite through an advert	200	12	14	18	72	84	4.01	1.156	Accepted
I heard about Shoprite through a bill board advert	200	14	12	14	82	78	3.99	1.156	Accepted
I heard about Shoprite through a TV/Radio advert	200	32	36	36	36	60	3.28	1.460	Accepted
I heard about Shoprite through a newspaper advert	200	50	72	6	50	22	2.61	1.381	Rejected
I heard about Shoprite through a social media advert	200	16	18	38	56	72	3.75	1.255	Accepted

Source: [15]

Table 3.2 means: the second table in the third section.

If a table does not fit on a single page, its continuation can be carried over to the next page, as shown in the example.

Attention! Below any illustrative material, it is mandatory to indicate the source from which the illustration was taken or the sources on which it was developed by the author of the Course Paper.

Formulas in the Course Paper must be numbered within the section. The formula number consists of the section number and the sequential number of the formula in the section, separated by a dot. Formulas should be centered on the line. Formula numbers are written near the right margin of the page, aligned with the respective formula, in parentheses, for example: "(1.1)".

All symbols and numerical coefficients in the formula must be explained, for example:

$$P(t)= P(b)\times J(t,tn),(1.1)P(t)= P(b) \times J(t, tn), \quad (1.1)P(t)=P(b)\times J(t,tn), \quad (1.1)$$

where:

P(t) – projected price;

P(b) – base price of the product or resource (base prices are understood as prices established at a specific moment tbt_btb, considered constant throughout the calculation period);

J(t,tn)J(t, tn)J(t,tn) – index of price changes for products of the respective nomenclature group or resources at the end of the ttt-th calculation step relative to the initial step (where prices are known).

Equations and formulas should be highlighted in the text with blank lines. There must be at least one blank line above and below each formula. If an equation does not fit on a single line, it should be continued after the equals sign (=) or after the signs for addition (+), subtraction (-), multiplication (×), or division (:).

Formatting of References to Sources

In the text of the Course Paper, it is mandatory to provide references to the sources, materials, or individual results cited in the work, as well as the ideas and conclusions used to address the problems, tasks, or specific questions discussed. Such references enable locating the documents, verifying the accuracy of the cited information, and provide necessary details about the source, including its content, language, and volume.

When using information or materials from monographs, articles, or other extensive sources, references should precisely indicate the page numbers, illustrations, tables, or formulas being cited.

References in the text should be formatted according to the sequential numbering of the sources in the reference list, specifying the page number in square brackets, e.g., [1, p. 39].

References to illustrations in the work are indicated by the illustration's sequential number in parentheses, e.g., (Fig. 1.2), (Formula (2.1)), (Table 3.2), etc. For subsequent references to tables and illustrations, the word "see" is added in its abbreviated form, e.g., (see Table 1.3), (see Fig. 3.2).

Formatting of the List of References

The list of references requires the inclusion of all sources of information used in alphabetical order or in the order of citation in the text.

The reference list is formatted according to the normative requirements of the National Standard of Ukraine DSTU 8302:2015.

General requirements for formatting the list of references:

- The list is compiled based on the first mention of the source in the text of the Course Paper.
- Each source is included in the list only once, even if it is cited multiple times in the text.
- Sources are described in their original language (not translated).
- The list of references is formatted as a numbered list using Arabic numerals, followed by a period.

The general format for describing sources is as follows:

- Author's last name and initials.
- Title.
- Information about the source.

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 (Accessed: 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 Lotariev, Vitalii Oliinyk. *International Journal of Religion*. 2024. Vol. 5. № 11. DOI https://doi.org/10.61707/58nkr974

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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.

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Scientific publications and publishing activities of NAS of Ukraine. Kyiv, 2020. URL: http://www.nas.gov.ua/publications (Accessed: 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.

Appendix Formatting

Appendices to the Course Paper should contain informational materials that form the basis for analytical research according to the chosen topic. Additionally, the appendices should include supplementary and illustrative materials necessary for the comprehensive presentation of the work:

- Actual company documents;
- Advertising materials;
- Intermediate mathematical proofs, formulas, calculations;
- Tables of supplementary numerical data;
- Illustrations of a supplementary nature, etc.

Appendices are placed at the end of the Course Paper (after the list of references) in the order they are mentioned in the text of the Course Paper.

In the upper right corner of the page, the word "APPENDIX" is typed in uppercase letters, followed by the capital letter denoting the appendix, e.g., "APPENDIX A," "APPENDIX B," and so on.

Each appendix must have a title, printed in lowercase letters with the first letter capitalized, and centered on the page.

If necessary, the text of each appendix may be divided into sections and subsections, which are numbered within the appendix. In this case, the appendix designation (letter) and a period are placed before each number, for example:

- "A.2" – the second section of Appendix A;
- "B.3.1" – the first subsection of the third section of Appendix B.

Illustrations, tables, and formulas in the appendices are numbered within the appendix, for example:

- "Fig. A.1.2" – the second illustration in the first section of Appendix A.

The quality of the Course Paper's formatting directly affects the evaluation of the work by the academic supervisor, is considered during the defense, and determines the overall grade. Therefore, students should pay special attention to this matter.

4. EVALUATION CRITERIA FOR COURSE PAPER AND DEFENSE PROCEDURE

The completed Course Paper is submitted by the student to the Department of International Business, where it is registered and forwarded to the academic supervisor for review and assessment.

The academic supervisor evaluates the Course Paper, provides comments, and determines the degree of readiness of the student's work for defense. A review is written for the Course Paper, highlighting its strengths and weaknesses. The content and formatting of the Course Paper are assessed by the academic supervisor based on specific criteria outlined in Table 4.

Table 4

Characteristics of the Evaluation Criteria for the Content and Formatting of Students' Course Paper by the Academic Supervisor

№	Types and Content of the Work	Maximum Number of Points	Actual Number of Points
1	Logical Structure and Plan of the Work	5	
2	Consistency of the Work's Content with the Plan	5	
3	Completeness of Topic Disclosure (by Sections) 1. Section 1 _____ 2. Section 2 _____ 3. Section 3 _____	15	
4	Conclusions and Recommendations	5	
5	Presence and Informative Value of the Factual Material (statistics, illustrations, etc.)	5	
6	Selection of Sources Used and the Depth of Their Analysis	5	
	Total	40	
7	Formatting of the Work in Compliance with the Requirements and Timeliness of Completion (*Correctness of the Cover page, table of contents, structural parts of the work; compliance with page parameters, font, paragraph, alignment, line spacing; correct formatting of illustrative material, sources, and appendices; presence of citations to source materials in the text, etc.)*	15	
	Total Points	**55**	

If the Course Paper is completed incorrectly or has significant shortcomings, it is returned to the student for revision. If the Course Paper is redone, the new version must be submitted along with the previous version and the academic supervisor's comments, based on which the Course Paper was revised.

The date and time for the defense of the Course Paper are set by the graduating department. A commission (consisting of at least two members from the department's teaching staff, one of whom may be the academic supervisor) is formed by the

department to conduct the defense. Only Course Paper that meets the requirements for writing and formatting and has received a review from the academic supervisor is allowed for defense before the commission.

The procedure for defending Course Paper includes the student's presentation (7–10 minutes) and responses to questions and comments from the commission members on the Course Paper topic (5–10 minutes). The total duration of the defense should generally not exceed 15–20 minutes.

In the presentation, the student must justify the relevance of the topic, state the research objectives and tasks, briefly describe the research subject, demonstrate a thorough understanding of the theoretical and practical aspects of the problem, substantiate their proposals, and answer the questions posed.

The evaluation of the Course Paper defense takes into account the preliminary assessment by the academic supervisor, based on the criteria outlined in Table 5. The points assigned by the academic supervisor for completing the Course Paper are supplemented with points for its defense (Table 5).

Table 5

Assignment of Points for Course Paper Based on Evaluation Criteria

№	Main Parameters of the Work	Evaluation Criteria	Maximum Number of Points	Actual Number of Points
1.	Content of the Course Paper	Relevance of the content to the given task and completeness of its disclosure	**40**	
2.	Formatting of the Work	Compliance with modern formatting requirements	**15**	
3.	Defense of the Course Paper:			
3.1.	Student Presentation	Presentation of the main results, disclosure of its content, free command of the depth and completeness of the research	**20**	
3.2.	Answers to Questions	Completeness and logicality of answers, demonstration of knowledge regarding the depth of the work's content	**25**	
	Total Grade		**100**	
	Grade on the National Scale			

During the defense of the Course Paper, the student must demonstrate a thorough understanding and mastery of their research content, supporting their presentation with illustrative materials.

The defense of the Course Paper is graded as follows:

- **90–100 points** – "Excellent"
- **70–89 points** – "Good"
- **50–69 points** – "Satisfactory"
- **0–49 points** – "Unsatisfactory."

A student who has not completed their Course Paper or failed to appear for the defense for any reason is granted the right to defend their Course Paper again, provided they meet the conditions set by the higher educational institution.

APPENDIX

Appendix 1

Topics for Course Papers for 2nd Year Students *(are updated yearly)*

(Subject: " Organization Theory and Organization Development ")

1. The evolution of organizational theory: from classical to modern approaches.
2. The influence of internal and external environmental factors on the development of the organization
3. . Organizational structure: factors influencing the choice and efficiency criteria
4. Types of organizational structures and principles of their design
5. Formation of the organizational structure of the enterprise: modern approaches
6. Leadership Styles and Their Effects on Organizational Development
7. The Impact of Organizational Development on Corporate Culture
8. Technology and Digital Transformation in Organizational Development
9. The Role of Communication in Organizational Development
10. Employee Engagement Strategies and Organizational Growth
11. Agile Methodologies and Their Role in Organizational Development
12. Building a Resilient Organization Through Development Initiatives
13. Impact of Organizational Development on Employee Retention and Satisfaction
14. The Role of Organizational Development in Promoting Innovation
15. Knowledge Transfer and Succession Planning in Organizations
16. Network organizations as a response to globalization.
17. Organizational ecology: survival and adaptation in competitive markets.
18. Power dynamics and politics in organizations.
19. The role of ethics in organizational decision-making.
20. Gender dynamics in organizational hierarchy.
21. Managing diversity in multinational corporations.
22. Organizational development as a tool for change management.
23. The role of training and development in organizational growth.
24. Resistance to change: Causes and solutions in organizational settings.
25. Implementing total quality management (TQM) in organizations.
26. The role of emotional intelligence in organizational development.
27. Performance management systems: Trends and challenges.
28. Employee motivation techniques in the digital workplace.
29. Strategic human resource management and organizational development.
30. The impact of mergers and acquisitions on organizational culture.
31. Succession planning as a strategy for organizational continuity.
32. Sustainable organizational practices for long-term development.
33. Impact of globalization on organizational design and development.
34. Cross-cultural management in multinational organizations.
35. The role of corporate social responsibility (CSR) in organizational development.
36. Knowledge management systems: An organizational development perspective.
37. The influence of artificial intelligence on organizational theory.
38. Virtual organizations: prospects and their challenges.
39. Balancing centralization and decentralization in dynamic organizations.
40. The gig economy and its influence on organizational models.

Topics for for Course Papers for 3rd Year Students *(are updated yearly)*

(Subject: "Sustainable Strategic Management")

1. Formation of a sustainable development strategy at the enterprise.
2. Strategic planning for sustainable growth of the enterprise.
3. Impact of environmental strategies on the competitiveness of the enterprise.
4. Strategic resource management of the enterprise for sustainable development.
5. Formation of sustainable competitive advantages of the enterprise.
6. Implementation of sustainable business models in the enterprise's strategy.
7. Evaluation of sustainable development strategies at the enterprise.
8. Strategic management of sustainable development of the enterprise.
9. Impact of sustainable strategies on the corporate reputation of the enterprise.
10. Role of strategic planning in the sustainable management of the enterprise.
11. Sustainable strategies as an element of the enterprise's long-term planning.
12. Strategic approach to the environmental responsibility of the enterprise.
13. Strategic change management for the sustainable development of the enterprise.
14. Formation of sustainable strategies for cost reduction at the enterprise.
15. Strategies for minimizing the ecological footprint in the enterprise's management.
16. Impact of corporate social responsibility on the enterprise's strategy.
17. Integration of sustainable development into the enterprise's strategic management.
18. Development of strategies for achieving carbon neutrality at the enterprise.
19. Sustainable strategies for enhancing resource efficiency and waste minimization.
20. Circular economy principles in strategic enterprise management.
21. Strategic approaches to balancing economic, social, and environmental goals.
22. Evaluation of sustainable supply chain management strategies.
23. Sustainability-driven innovation strategies for enterprises.
24. Strategic integration of renewable energy solutions in business models.
25. Risk management strategies for ensuring sustainable enterprise development.
26. Strategic approaches to stakeholder engagement in sustainable development.
27. Implementing sustainable strategies in small and medium-sized enterprises.
28. Corporate governance and sustainability in strategic management.
29. Sustainability reporting as a strategic tool for transparency and accountability.
30. Assessing the economic impact of sustainable strategies at enterprises.
31. Sustainable development indicators in strategic performance evaluation.
32. Strategic analysis of sustainable business practices in global markets.
33. The role of strategic leadership in sustainable enterprise transformation.
34. Environmental risk management strategies in sustainable development.
35. Strategies for integrating digital transformation and sustainability goals.
36. Adopting ESG (Environmental, Social, Governance) standards in strategic management.
37. Benchmarking sustainable practices for competitive advantage.
38. Strategic partnerships for achieving sustainability objectives.
39. Human resource strategies for promoting sustainability culture.
40. Analysis of successful case studies in sustainable strategic management.

Appendix 2

Sample design of the cover page of Course Paper

Higher Educational Institution
"KROK" University
International Business Department

COURSE PAPER

in the discipline «Organization Theory and Organization Development / Sustainable Strategic Management»
on the topic: EFFICIENCY OF PROJECT MANAGEMENT UNDER CONDITIONS OF UNCERTAINTY (ON THE EXAMPLE OF «CLS Ukraine» LLC)

Level of higher education Bachelor's
Field of knowledge 07 Management and administration
Specialty 073 Management
Educational program (English)

Student:
Group_____
_____
(full name)
_____
(signature)

Supervisor:
_____
(academic degree, academic title)
_____
(full name)
_____
(signature)

Kyiv-202_

Appendix 3

Sample 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

GUIDELINES for the preparation of Course Paper for Bachelor degree students (Specialty 073 "Management", Educational program "Management (English))

Compiled by:

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