

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

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ECONOMICS**

**Guidelines
for preparation and presentation
of a consulting project
for Master's (second) degree students
of speciality 281 "Public Administration"**

**Kharkiv
S. Kuznets KhNUE
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Regulations for the preparation, writing and design of a consulting project are
set out. The order of defence according to the current requirements is given.

For Master's (second) degree students of speciality 281 "Public Administration".

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Introduction

According to the curriculum for the preparation of masters in the speciality "Public Administration", students are expected to perform a consulting project. Carrying out of a consulting project is a mandatory stage of the students' higher education and the end result of their independent individual research activities, a comprehensive work that summarizes the study of various disciplines provided by the curriculum for Master's degree in public administration. The student must confirm the level of general theoretical and special training, and the consulting project is a mandatory work, on the basis of which the State Examination Commission decides on the formation of key competences of students in public administration.

A consulting project is performed by each student and provides:

systematization, consolidation, expansion of theoretical and practical knowledge in the speciality and application of the gained knowledge to solving specific scientific, social, economic, administrative and other problems;

development of skills in independent work and mastering of methods of research and experiment, connected with the theme of work in the field of practical activity.

The consulting project in public administration should be a concentrated expression of the knowledge, skills and abilities acquired by the student in the learning process and should prove the student's mastery of the theory and practice of public administration in Ukraine and developed countries, the ability to implement advanced management ideas and concepts taking into account the best features of the Ukrainian mentality and culture on the basis of a broad humanistic worldview.

The consulting project shows the knowledge gained during the training in professional disciplines. It should be of a research nature, correspond to the chosen scientific area of the student's research and approved topic, have practical significance for improving the quality of work of public institutions and improving public administration systems. The work is prepared by each master's degree student individually. In the process of preparation of the consulting project the student must demonstrate the level of his professional training. When writing a consulting project, a master's student must adhere to the rules of professional ethics, which do not allow plagiarism, data falsification and false citation. The performance of the consulting project is based on statistical and factual data on the activities of public institutions and organizations.

1. The purpose and objectives of the consulting project

The purpose of preparing a consulting project is formation, systematization, consolidation and expansion of theoretical knowledge and practical skills in the speciality, obtained in the learning process, and application of the gained knowledge to solving specific theoretical and practical problems arising in the field of public administration; improvement of skills in conducting independent scientific work, mastering the basic methods of scientific research, formulation of specific scientific conclusions and recommendations on the chosen topic to implement them in practice.

To achieve this goal, students must do the following tasks:

to choose a topic of the consulting project and justify its relevance;

to work out and generalize the legislative base of Ukraine, normative and legal, methodical and instructive materials, scientific and methodical literary sources on the research problem;

to consider theoretical aspects of the chosen subject of research and to solve specific problems on the topic of the consulting project;

to collect practical materials on the chosen research topic in terms of the activities of a particular organization (institution);

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

to perform analysis of the state of the research problem and suggest ways to effectively solve it;

to compare domestic and international experience on the selected problem and adapt it to the chosen subject of study;

to analyze statistical materials and results of activity of public organizations and institutions;

to evaluate the work of public institutions (organizations), form and justify measures to improve it in modern conditions;

to defend the theoretical and practical provisions of the consulting project at an open meeting of the State Examination Commission.

2. Preparation of a consulting project

When preparing a consulting project, the student must meet certain requirements:

the work must be written in the state language;

the work is performed by each student individually;

the consulting project should be a scientific work dedicated to solving a specific managerial, economic, social, political problem or a set of these problems;

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

in the work, it is necessary to provide information on the practical application of the scientific results of the research obtained by the author;

the design of the consulting project must meet the requirements for works submitted for publication;

when writing a consulting project, the student must refer to the author and the source from which the material or individual results were borrowed. In case of detection of plagiarism, deliberate abuse of copyright of another domestic or foreign scientist, the consulting project is removed from consideration.

2.1. The main stages of the consulting project

Carrying out and defence of the consulting project involves the following stages:

the choice of the topic of the consulting project;

approval of the topic and candidacy of the head of the consulting project;

selection and study of literary and other sources on the research topic;

development of the concept, plan and tasks of the consulting project to be approved by the supervisor;

writing the text of the consulting project and its design;

defence of the consulting project.

The choice of the topic of the consulting project. The topics of the consulting project are chosen by students from the list proposed by the department during the graduation academic year and set by the graduating department. The topics of consulting projects are developed and approved by the department for each academic year before the beginning of the academic year in which the defense of work is planned. When choosing the topic of the

consulting project, the student has the right to propose his own topic, taking into account the specifics of training in this specialization, justifying the feasibility of the topic development, relevance and prospects for the implementation of its results. An indicative list of topics for the consulting project is provided in paragraph 6.

When formulating the topic of the work it is not desirable to use complicated terminology of pseudo-scientific nature. You should avoid titles that begin with the words "Research question ...", "Study materials ...", "Question ...", "Characteristics...", "Review...", etc., which do not reflect the essence of the problem.

Approval of the topic and the candidacy of the supervisor of the consulting project. Topics and supervisors are considered at the meeting of the graduating department. The supervisor of the consulting project is appointed from among leading scientists and highly qualified practitioners.

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

The theoretical and methodological basis for writing a consulting project are the fundamental works of domestic and foreign scientists, concepts and ideas enshrined in the Constitution of Ukraine, laws of Ukraine, decisions of the Verkhovna Rada and the Cabinet of Ministers of Ukraine, decrees of the President of Ukraine and other regulations.

Knowledge of the achievements of theoretical thought of different countries, schools, positions and concepts of outstanding scientists will contribute to a multidimensional vision of the social world. This preparatory work will also allow students to better understand the main issues of the research topic, their content, identify key issues and areas of analysis of real practice of public administration.

In addition, the student must select monographs, materials of scientific and practical conferences, scientific articles, various statistical and other sources of information regarding the subject of his interest.

First, the student must get acquainted with the alphabetical, system and subject catalog of the university library, including master's degree in civil service. To do this, it is recommended to use the programs of training modules,

which contain a list of required and additional literature, as well as the recommendations of the supervisor.

The selection and study of literature should be systematic. Having selected the necessary literature, the listener begins to study it in depth. It is recommended to first quickly review the structural elements of the literature that deserve attention in connection with the research topic, then carefully study the selected elements and summarize them.

In order to prepare a consulting project at an appropriate level, the student should seek to select from the literature the ideas, issues and information that can deepen his theoretical knowledge and serve as factual material, but will not be used as an object of controversy. Getting acquainted with the book, studying some of its chapters or paragraphs, the student should also borrow some techniques of analysis: the forms of tables, graphs, structures and content of tools used in sociological research and more.

The same approaches should be used when studying government documents. It is recommended that the student, with the help of the supervisor, identify the range of legal materials needed to study the chosen topic for a deeper understanding of modern transformation processes related to the transition to a market economy, building effective governance structures that should provide public services, democratic state and rule of law. It is desirable that the study of government documents help the student in the consulting project to both show the achievements, positive developments, and critically analyze the shortcomings. This will allow the student to deepen the scientific and theoretical content of the consulting project, to make it more substantiated, convincing, as these documents should be a kind of accumulators of theory and practice of the Government, Verkhovna Rada, local governments, all public administration bodies.

When studying and summarizing documents, students should reveal new economic, political, philosophical, sociological and managerial scientific ideas. It should be borne in mind that government documents (as opposed to the classic, repeatedly tested provisions) show the modern theoretical and practical search.

It is important that in the project, the student should formulate his approach to such documents, try to assess how well the general trends, nature, significance and consequences of current events are reflected.

Thus, the purpose of studying and summarizing the documents is to ensure that the student is deeply aware of the importance of government documents and shows a thoughtful, creative approach that takes into account

the difficulties of knowledge, the complexity of theory and forecasting the practical steps of modernization processes that take place today.

After a thorough study of literary sources, government documents, etc. and clarifying the theoretical basis of the study, the student begins to get acquainted with the practical work of public institutions (state executive authorities and local governments, etc.).

Studying the practice of work in public institutions, analysis and generalization of experience is the most time-consuming stage in the preparation and writing of a consulting project, which requires the student to be extremely organized and independent. At this stage, the student needs qualified help from the supervisor and consultant of the consulting project. The main purpose of such individual consultation is to help the student to master the methods of organizing the study of practical experience to develop self-analysis skills, to teach him to generalize both positive and negative experience, to draw competent conclusions from it, to make concrete offers on the improvement of activity of public bodies and establishments.

The student has a task, based on the plan of the consulting project, to specify the subject of research, to determine the objects of study. Such objects can be public organizations and institutions (executive authorities, local governments, etc.). The study of experience, acquaintance with the documents of these public institutions and organizations, as well as the assistance of the supervisor and consultant is carried out under current legislation.

It is worthwhile to study and generalize the practical experience of other countries regarding the organization of public power, the functioning of other management structures.

In the process of collecting and preparing the necessary materials for writing a consulting project, the student accumulates a lot of notes in the personal archive. First, they should be folded into a shared folder. However, after the final version of the consulting project plan, all the collected material should be systematized according to sections and stored in separate folders for further work.

So, if the required literature has been selected, studied, the materials for the consulting project have been carefully summarized, the student gets an idea of what issues should be finally included in the plan of the consulting project in order to deeply, thoroughly, consistently develop the research topic.

At the same time, this allows the student to clearly imagine on which issues it is necessary to collect additional material, what to generalize specifically from the experience of public work, whether it is expedient to conduct, for example, sociological research and so on.

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

Development of the concept, plan and tasks of the consulting project, the approval of them by the supervisor (the definition of the subject, object and tasks of the consulting project, the names of the sections and subsections of the main part of the text, the list of the main literature, the definition of primary information materials) should be done in the term established by the curriculum.

An important element of the consulting project is the development of the student's concept, i.e. his understanding of the chosen research topic, its novelty and scientific and practical significance, defining the main areas of development, the author's vision of possible ways to solve the problems, clarifying his position on the topic.

The concept of future research is developed and formed during the selection and preliminary study of the literature, other sources, comprehension of the accumulated factual material. To implement the concept, students draw up a plan and a schedule for implementation of the consulting project.

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

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

For example, for a consulting project on the topic: "DEVELOPMENT OF THE SYSTEM OF ADMINISTRATIVE MANAGEMENT IN THE BODIES OF STATE STATISTICS" the names of the sections can be:

SECTION 1. THE THEORETICAL ASPECTS OF DEVELOPMENT OF THE SYSTEM OF ADMINISTRATIVE MANAGEMENT IN THE BODIES OF STATE STATISTICS.

SECTION 2. IMPROVEMENT OF THE SYSTEM OF ADMINISTRATIVE MANAGEMENT IN THE BODIES OF STATE STATISTICS AT THE REGIONAL LEVEL.

In the terms determined by the department, the student is obliged to report to his supervisor, who on the basis of the analysis of the work performed and

compliance with the individual schedule records the sequence of the student's work on the consulting project.

During the examination of the student's consulting project, the supervisor must:

- assess the content and argumentation of the main provisions of the work that will be the subject of defence;

- check the purposefulness, consistency and logic of the presentation of the material, clarify or correct vague wording;

- note technical errors.

In case of significant delay from the scheduled terms without good reason, the supervisor informs the department.

Writing and design of a consulting project. The work is performed in printed form in Ukrainian. The design of the consulting project is carried out in accordance with the requirements set out in paragraph 3 of these guidelines.

The deadline for submitting a consulting project to the department is two weeks before the defence.

The responsibility for the timely implementation of the consulting project rests directly with students and supervisors.

The defence of the consulting project takes place at an open meeting of the State Examination Commission.

Students who have not completed the curriculum by the time of submitting the consulting project are not allowed to defend it.

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

The procedure for defending a consulting project consists of the following stages:

- a scientific report of the author;

- answers to questions from the members of the Commission;

- responses to the supervisor's remarks;

- summarizing the results of the defence of the consulting project.

Based on the results of the defence of the consulting project, the Commission makes a reasoned decision as to the assessment of the knowledge of each student. The determining criterion for evaluation is the independence of work, its creative level, novelty, the ability of the student to use the acquired knowledge in the analysis of modern socio-political and economic reality, to defend their views and beliefs.

2.2. The requirements concerning the structure and content of the consulting project

The consulting project includes the following structural elements (in the order of their location in the work):

- 1) the title page;
- 2) the content;
- 3) the introduction;
- 4) the sections and subsections of the main part, conclusions in each section;
- 5) the conclusions (in general on the work);
- 6) the references;
- 7) the annexes:

1. The title page of the consulting project is consistently signed by the author of the consulting project and the supervisor.

2. The table of contents contains the names of the structural elements of the consulting project (the introduction, the problems, the list of sections and subsections of the main part of the text, conclusions, references, annexes) with indication of numbers of their initial pages in the text. The names of the sections and subsections of only the first order are included in the table of contents (Annex B).

3. The introduction reveals the essence and the state of the problem, sub-principles and initial data for the development of the topic, justification of the need for research. The recommended volume is 2 – 3 pages. The introduction contains a general description of the work, revealing the content of the elements listed below.

Actuality of the topic. The relevance of the topic and the feasibility of writing a consulting project is justified by a critical analysis of the existing problem-solving practice, which is studied in the work, taking into account current regulations, as well as the contribution of domestic and foreign scientists and specialists to solution of the problem developed in the consulting project.

The purpose and objectives of the study. The purpose of the study should be mainly to increase the efficiency of institutions, organizations and their units, or the sphere of their influence (for example, the social sphere, the economy of the region, etc.). The objectives set in the work are specific research actions aimed at the achievement of the goal. Specific objectives

are indicated in the form of a list (using verbs in the infinitive), each of the paragraphs on a separate line:

- to analyze...;
- to determine...;
- to set...;
- to reveal...;
- to justify...;
- to generalize...;
- to develop...;
- to improve..., etc.

For example, "The purpose of the consulting project is to develop scientific and methodological bases for raising the efficiency of state statistic bodies through improvement of the system of administrative management of these bodies.

To achieve this goal, the following tasks were set:

- to determine the essence and main components of the administrative management system;
- to identify the prerequisites for building an administrative management system in state statistics;
- to systematize the normative and legal support for the administrative management system in the bodies of state statistics;
- to offer methodical recommendations on the development of the administrative process of rendering services by the bodies of state statistics;
- to develop measures for improvement of the process of studying the needs of users of statistical information;
- to develop recommendations how to minimize the cost of dissemination of statistical information."

The object of study is a process or a phenomenon that contains a problem situation selected for research. For example, "The object of the study is the management system of the Main Department of Statistics in the Kharkiv region".

The subject of research is that area or part of the object of research, which is considered in this research work. For example, "The subject of the study is the administrative processes that take place in the bodies of state statistics".

The object and subject of research as categories of scientific process are correlated as the general and the particular (for example, the object is a public authority, the subject is the management system of the public authority).

The research methods used in the work are indicated in accordance with the tasks they solve. The most common general scientific methods are:

comparison, abstraction, analysis, synthesis, analogy, generalization, and so on. Specific scientific methods (specific to certain scientific disciplines) are: mathematical and statistical, graphic, linguistic, econometric, etc.

After describing the research methods in the introduction, the logic of the study, which connects the stages of work with the problems and results obtained, is to be given.

The structure of the consulting project. At the end of the introduction you should give a list and sequence of the structural elements of the work and briefly show the content of each of them. Indicate the total number of pages of the main text of the consulting project; the number of drawings; the number of tables; the number of annexes and pages on which they are contained; the number of sources used.

4. The main part of the consulting project consists of theoretical and project (submission of proposals, measures for improvement) sections, which should include subsections and may have separate items. At the end of each section, conclusions are formulated with a summary of the results presented in the section.

In the theoretical section of the project, based on a review of various literature sources relevant to the topic of the consulting project, the essence of the issue is described, a critical analysis of the views of scientists is provided and the authors' opinion on the problem under study is given; on the basis of systematization of the legislative and regulatory framework governing this issue in Ukraine, the data are generalized; foreign experience concerning this issue is summarized and the possibility of application of this experience in modern Ukraine is considered.

The project section of the consulting project should contain conceptual provisions for achievement of the goal of the consulting project, substantiated proposals and recommendations developed on the basis of the performed analysis and formulated conceptual provisions. Recommendations should be aimed at the improvement of the efficiency of the public body or its sphere of influence.

5. Conclusions. They present the most important results obtained in the consulting project. Brief conclusions should be drawn at the end of each section, which describes the main aspects of the proposed provisions: scientific and theoretical principles for solving the research problems, main results of the analysis of performance indicators of organizations or public institutions or relevant areas of their influence, reasoned proposals for improvement of the activities of public institutions as a whole or individual units, or areas of their influence.

General conclusions on the work should contain information and justification on the practical significance of the obtained results. Quantitatively

and substantively, they must meet the objectives of the research, which were formulated at the beginning of the introduction.

In the conclusions, it is necessary to pay attention to the qualitative and quantitative indicators of the obtained results, to substantiate the reliability of the results, to set out recommendations for the use of these results.

The style of presenting conclusions should be clear, concise, focused on the practical use in the activities of government and civil service.

6. References (Annex C) should be numbered continuously. The sources in the list should be placed in alphabetical order. Electronic resources are to be provided in the same order.

7. Annexes. If necessary, annexes should include supporting material for the completeness of the perception of the consulting project.

3. The requirements for the design of the consulting project

3.1. The general requirements

The volume of the main text of the consulting project should be 50 – 60 pages of typewritten text. It is necessary to adhere to the following distribution of the volume of the text:

introduction on 2 – 3 pages;

sections: first (theoretical) section on 20 – 25 pages, with conclusions to the section on 1 page; second (project) section on 20 – 25 pages, with conclusions to the section on 1 page; conclusions on 2 – 3 pages.

The volume of any section of the consulting project should be at least 7 pages.

The text of the consulting project is printed using a computer on one side of a sheet of white A4 paper (210 x 297 mm), 1.3 line spacing, Times New Roman font, size 14.

The text of the consulting project should be printed leaving indents of the following dimensions: left – at least 30 mm, right – at least 10 mm, upper – at least 20 mm, lower – at least 25 mm.

The font should be clear, black, semibold. The density of the text of the consulting project should be the same. The following should not be used in the work design: underlining, bold and italic font, bulleted list mode.

Typographical errors, typos and graphic inaccuracies that appeared in the process of writing a consulting project can be corrected by cleaning or painting with white paint and applying the corrected text (a fragment of a figure) in the same place.

The headings of the structural parts of the consulting project: "TABLE OF CONTENTS", "INTRODUCTION", "SECTION 1" (and the name of the section in a new line), "SECTION 2" (and the name of the section in a new line), "CONCLUSIONS", "REFERENCES", "ANNEXES" are printed in capital letters with alignment in the center of the line.

The distance between the title and the text, as well as between the title of the section and the subsection should be equal to 2 lines.

Each section starts on a new page. Headings of subsections are printed in small letters (except for the first one) with a paragraph indent. Do not put a period at the end of the title. If the title consists of two or more sentences, they are separated by a period.

Within a section, a new subsection begins on the page where the previous subsection ended. In this case, the name of the unit cannot be placed at the end of one page with the text of the unit beginning on the next page.

The pages of the work should be filled with full text. Exceptions are the last pages of the introduction, sections, conclusions, a list of references used, the content of which may not be less than 2/3 of the page area. If the size of the figure or table given in the text does not allow you to place them in the free space directly at the end of the page, they are referenced, and the text continues on the same page. The figure or table itself is given at the beginning of the next page, and the table or figure must be placed after the end of the paragraph.

A section or subsection cannot end with a figure or table. They must be followed by explanatory text or other general information.

3.2. Numbering

The numbering of pages, sections, subsections, paragraphs, subparagraphs, figures, tables, formulas is given in Arabic numerals without the sign *No*.

The first page of the consulting project is the title page, which is included in the general page numbering of the consulting project. The page number is not affixed on the title page, task and table of contents. On the following pages, the number is placed in the upper right corner of the page without a dot at the end.

The section number is placed after the word "SECTION". Do not put a full stop after the number, but print the title of the section in capital letters on a new line.

Subsections are numbered within each section. The unit number consists of the section number and the serial number of the unit, between which a full stop is put. At the end of the unit number there should be a period, for example, "2.3." (the third subsection of the second section). Then, in the same line, the title of the unit is given. Items are numbered within each unit. The item number consists of ordinal numbers of the section, subsection, item, between which a full stop is put. There should be a full stop at the end of the number, for example, "1.3.2." (the second paragraph of the third subsection of the first section). Then, in the same line, the title of the item is placed. The item may have no title. The division of work into paragraphs (if necessary) is carried out in the text, but they are not indicated in the "CONTENTS".

3.3. Illustrations

The consulting project must be illustrated according to the logical scheme of construction. Illustrations (drawings, photographs, diagrams, graphs, maps) and tables must be placed immediately after the text where they are mentioned for the first time, or on the next page. Illustrations, tables, placed on separate pages of the consulting project, are included in the general page numbering. A table or figure of the size larger than A4, is considered as one page and placed after mentioning in the text or in the annexes. The drawing should be placed on one sheet.

Illustrations are denoted by the word "Fig." and numbered sequentially within the section. The number of the illustration should consist of the section number and the serial number of the illustration, between which a full stop is put. Figures of annexes are numbered within each specific annex and consist of a letter denoting the annex and a serial number. The caption of the figure is placed immediately below the figure from the paragraph indent, center alignment.

For example, the designation "Fig. 3.1" means: "the first figure of the third section". After this designation a full stop is put and the name of the figure follows. The number of the illustration, its name and explanatory captions are placed sequentially under the illustration (Fig. 3.1). If a diagram is shown in the figure, each axis of the diagram must have a name or indicate a dimension.

If one illustration is given in the consulting project, it is numbered according to the general rules. The quality of illustrations should ensure their clear reproduction (electrographic copying, printer). Illustrations should be

made with the help of office programs or graphic editors in black and white. Different types of schemes and diagrams can be used in the work depending on the nature of the illustrated material and the tasks to be solved. Thus, it is appropriate to show the comparison of indicators or their dynamics over time with the help of a bar diagram (see Fig. 3.1). To represent the structure of indicators (constituent elements), it is advisable to use a pie chart (Fig. 3.2).

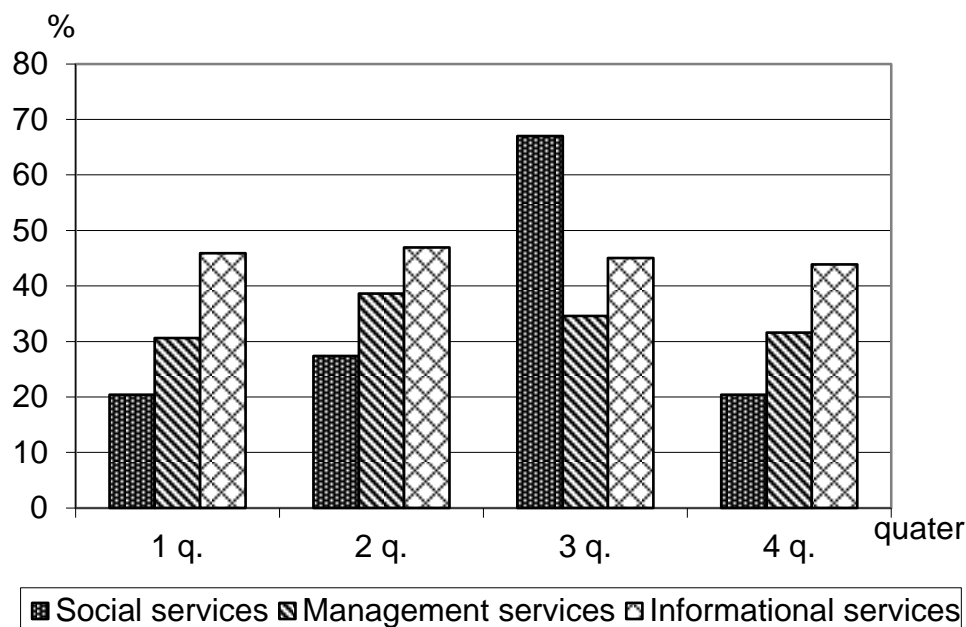


Fig. 3.1. The dynamics of provision of different types of services during 2019

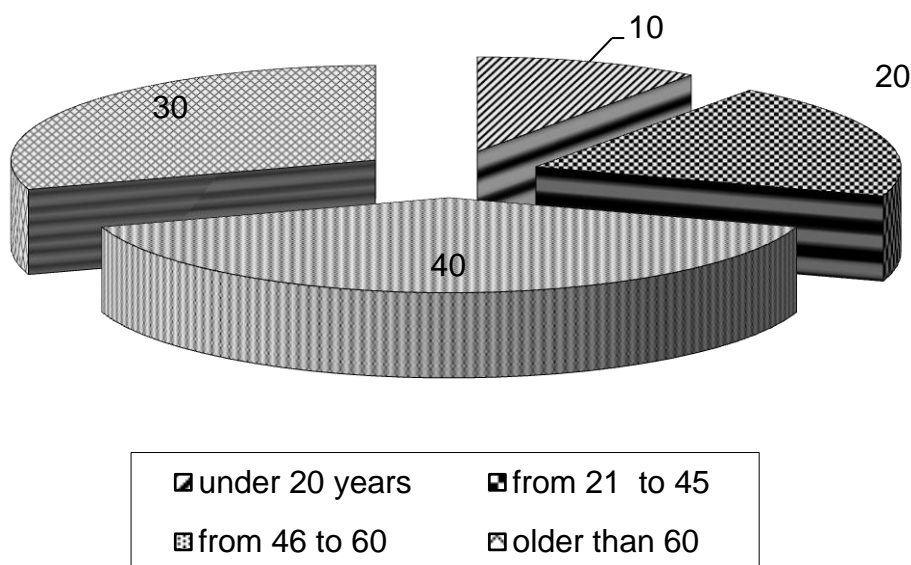


Fig. 3.2. The distribution of employees of the organization according to age, %

It is appropriate to show the dynamics of changes in structural indicators with the help of a radar diagram.

3.4. Tables

Digital material, as a rule, should be presented in the form of tables. For tables, the font 12 pts Times New Roman is used with a single line spacing.

The table is placed after the first mentioning of it in the text in such a way that it can be read without turning the bound block of the consulting project or by turning it clockwise.

Each table should have a name, which is placed above the table and printed symmetrically to the text.

The name is printed in small letters (except for the first one), it is not underlined, but given in bold. Each table is separated from the text at the top and bottom by spaces.

The tables are numbered sequentially within the section. The table number should consist of a section number and a serial number of the table, between which a full stop is put, for example: "Table 3.1" means the first table of the third section. The tables of annexes are numbered within each specific annex and must consist of a letter denoting the annex and a serial number, for example: "Table E.1" means the first table of annex E.

In the upper right corner, above the corresponding title of the table, the inscription "Table" is placed indicating its number. The word "Table" and its number are in italics. Font size in the table of the main text of the work is 12.

A table with a large number of rows can be transferred to another sheet. When transferring part of the table to another sheet (page), the word "Table" and its number are indicated once on the right above the first part of the table, above the other parts the words "Continuation of the table" are typed and the table number is indicated, for example: "Continuation of table 1.2". If the table ends, the words "The End of table" are typed, for example: "The end of table 1.2".

When placing a table on several pages, the names of the columns of the table ("table header") are not repeated on each page, but their number is indicated in the table continuation on the next page.

If digital or other data in any row of the table is not given, a dash is put in it.

3.5. Links

When writing a consulting project, the student must provide references to the sources from which the data are given in the project. It is necessary to refer to the latest editions. Earlier editions can be referenced only if they contain material that is not included in the last edition.

In the link, it is necessary to specify precisely the pages on which the text, illustrations, tables or formulas are placed in the source to which the reference is given.

References to the sources in the text of the consulting project should be indicated by the ordinal number according to the list of references, separated by two square brackets, for example: [8]; "The definition of this concept is given in [5, p. 12]"; "...determines the principles of public administration [4, p. 9–11]".

References to the illustrations of the consulting project indicate the serial number of the illustration, for example: fig. 1.2.

References to formulas in the consulting project shall be indicated by the serial number of the formula in brackets, for example: "... in formula (2.1)".

All tables and figures of the consulting project must be referenced in the text, with the words "table" or "fig." for example: "... in table 1.2". In repeated references to tables and illustrations, the word "see" should be used, for example: "see table 1.3".

3.6. Notes

If it is necessary to explain the content of the text, table or illustration in the consulting project, notes may be made. Notes are placed after the text, table or illustration to which they refer. If there is one note, it is not numbered, but marked with an asterisk in the format of the superscript.

The word "Note" is written in capital letters with a paragraph indent, without underlining. After the word "Note" put a full stop and give the text of the note with a capital letter in the same line. The recommended font size is 12 pts.

If there are several notes on one page, they are numbered in Arabic numerals with a dot. After the word "Note" put a colon and in a new line, with a paragraph, after the number of the note, give the text of the note in capital letters.

3.7. Annexes

Annexes are drawn up as a continuation of the consulting project; they are placed in the order of the links in the text of the consulting project. Page numbering should be continuous. On the first page the word "ANNEXES" is printed with center justified text.

Each annex must start on a new page. In the middle of the line, the word "Annex ..." and the capital letter denoting it are printed in small letters with the first capital letter. Annexes should be marked consecutively with capital letters, for example, " Annex A", " Annex B", etc.

The next line contains the name of the annex in small letters with the first capital letter, center justified.

If the annex contains several pages, each subsequent page in the upper right corner is accompanied by the inscription "Continuation of the annex" and its letter designation. For example: "Continuation of Annex E", the last page of the relevant Annex is marked "End of Annex". For example: "End of Annex E".

Illustrations, tables and formulas placed in the annexes are numbered within each annex, for example: Fig. D.2 – the second figure of Annex D; Table A.1 – the first table of Annex A.

If a document that has an independent meaning and is drawn up in accordance with the requirements for documents of this type is used as an annex, a copy of it shall be included in the work without changes in the original. A copy is placed in front of the copy, on which the word "Annex..." and the title of the document from the next line are printed in the middle. On the right, in the upper corner, put the serial number of the page. The pages of the copy of the document have continuous numbering.

3.8. Lists

Lists can be placed inside sections. Arabic numerals with parentheses should be used with the lists. Each subsequent item in the list is presented on a new line. When the element is completed, a semicolon or a colon is placed if there is further detail. When detailing the list, each of its positions should be preceded by a lowercase letter with a parenthesis or, without numbering, a paragraph indent.

A full stop is placed after the last item in the list. The lists are numbered with a paragraph indent.

Example:

The expression of will (Article 42 of the Civil Code of Ukraine) can be done in various forms:

- 1) orally (in words);
- 2) in writing (signing the contract);
- 3) implicitly (behavior):
 - a) performing certain actions;
 - b) through inaction;
- 4) by silence (in cases provided by law).

3.9. References

The list of references should have continuous numbering, i.e. sources should be given in alphabetical order of the names of the first authors or titles. Students must use scientific monographs, multivolume editions, periodicals, collections of scientific works, abstracts of reports at conferences, abstracts of dissertations, Internet editions. Information about the sources included in the list must be prepared in accordance with the requirements of library and publishing standards. The list of references must contain at least 30 names. An example of the design of different types of sources is given at Annex C.

4. Preparation of a consulting project by students

The work on the preparation and writing of the consulting project is carried out by students independently, in accordance with the calendar schedule approved by the graduating department and agreed with the supervisor.

In the terms determined by the department, the student is obliged to report on the performed work, to attend consultations in due time according to the schedule of the supervisor and to submit the written sections to the scientific advisor.

The completed consulting project, signed by the student, is submitted for review to the supervisor. The supervisor certifies with his signature the title pages of the consulting project and the illustrative material and provides feedback on the quality of work with a proposal for improvement. In case of non-performance of work on time for a good reason (illness, business necessity, etc.), defence of work is allowed in other terms, but within the term fixed by the Commission.

5. The procedure for defence of the consulting project

The defence of the consulting project is carried out at an open meeting of the State Examination Commission, which is appointed according to each specialization.

The personal composition of the Commission members is approved by the department meeting. The Commission includes scientific and pedagogical workers who are specialists in the speciality "Public Administration", employees of public authorities and local governments.

The date of defence of each work is determined by the schedule of Commission meetings, which is approved no later than one month before the defence.

6. The topics of the consulting project

An indicative list of topics of consulting projects is given in Table 6.1.

Table 6.1

The indicative list of topics

No	
1	The areas for improvement of the process of public administration functioning in Ukraine
2	Formation of a positive image of civil servants (local government officials)
3	Information and communication support for the activities of civil servants
4	Rationale for the use of methods in public administration
5	Ensuring effective interaction of public authorities
6	Improving the activities of public organizations
7	Improving the management of public institutions in the system of state power (in the system of local self-government)
8	Improving the activities of civil servants in government
9	Improving the process of public participation in the formation and implementation of public policy
10	Improving the control over the activities of public authorities
11	Improving the process of control exercised by state executive bodies in the field of labor protection and industrial safety
12	Development of measures for improvement of control over the activities of municipal enterprises of the city

Table 6.1 (the end)

1	2
13	Areas for improvement of the implementation of control functions by local governments
14	Application of the principles of democratic governance in the decision-making process in public administration
22	Improving the state policy in the field of administrative services
23	Development of measures to address the problems of control and supervision in public administration
24	The features of strategic planning at the central and/or regional and local levels
25	The features of evaluation of management activities in the field of public administration
26	Implementation of anti-corruption policy in the public administration system
27	Substantiation of the measures of corruption prevention and control in public authorities
28	Ways for ensuring the evaluation of the effectiveness of the functioning of public authorities
29	The areas for improvement of public welfare in Ukraine
30	Substantiation of areas of realization of the state regional policy
31	The features of the implementation of state policy in the field of employment in the regions of Ukraine
32	Improving the land resources management in Ukraine
33	Development of measures to improve the regulation of land relations in Ukraine
34	Improving the mechanism of regulation of land relations at the regional level
35	Application of modern approaches to solving the problems of land management in the united territorial communities
36	The features of implementation of the state policy of Ukraine in the field of library activity at the regional level
37	The features of the implementation of state cultural policy in Ukraine
38	Development of measures to improve the implementation of youth policy in Ukraine
39	Substantiation of areas of youth policy implementation at the local level
40	Substantiation of ways to implement decentralization of power at the local level
41	Development of the territorial community in modern conditions
42	Development of measures for improvement of the social situation of children in Ukraine
43	Improving social protection at the regional level
44	Improving social policy in public institutions
45	Areas for implementing social policy at the local level
46	Improving the processes of providing social services by local governments
47	Substantiation of ways of realization of social policy by public authorities
48	Improving the system of state social assistance at the local level
49	State administration in the field of social and legal protection of orphans and children deprived of parental care
50	Ways of ensuring legality in public administration
51	Constitutional and legal principles of public administration in Ukraine

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Annexes

Annex A

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Consulting project

on the topic: "*The name of the topic*"

Supervisor: PhD, Associate Professor

name of supervisor

1st-year student,

group _____, speciality 281

Public Administration

name of student

Kharkiv, 2021

An example of a table of contents**CONTENTS**

INTRODUCTION	3
SECTION 1. THE THEORETICAL ASPECTS OF THE ADMINISTRATIVE MANAGEMENT SYSTEM DEVELOPMENT IN STATE STATISTICS BODIES	5
1.1. The essence and main components of the administrative management system	5
1.2. The prerequisites for the development of the administrative management system in state statistics bodies	10
1.3. The regulatory support of administrative management system in state statistics bodies	15
SECTION 2. ANALYSIS OF THE ADMINISTRATIVE MANAGEMENT SYSTEM IN STATE STATISTICS BODIES AT THE REGIONAL LEVEL	20
2.1. The characteristics of the bodies of state statistics at the state and regional levels	20
2.2. The structural and functional analysis of regional state statistics bodies based on the example of the Main Department of Statistics in the Kharkiv region	25
2.3. Analysis of the services provided by statistical agencies at a regional level	30
CONCLUSIONS	35
LIST OF REFERENCES	37
ANNEXES	40

An example of drawing up a list of references

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Contents

Introduction.....	3
1. The purpose and objectives of the consulting project.....	4
2. Preparation of a consulting project.....	5
2.1. The main stages of the consulting project.....	5
2.2. The requirements concerning the structure and content of the consulting project.....	11
3. The requirements for the design of the consulting project.....	14
3.1. The general requirements.....	14
3.2. Numbering.....	15
3.3. Illustrations	16
3.4. Tables.....	18
3.5. Links.....	19
3.6. Notes.....	19
3.7. Annexes	20
3.8. Lists.....	20
3.9. References	21
4. Preparation of a consulting project by students.....	21
5. The procedure for defence of the consulting project	22
6. The topics of the consulting project.....	22
Bibliography.....	24
Annexes	25

НАВЧАЛЬНЕ ВИДАННЯ

**Методичні рекомендації
до виконання консультаційного проекту
для студентів спеціальності
281 "Публічне управління та адміністрування"
другого (магістерського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

Укладачі: **Гавкалова** Наталія Леонідівна
Болотова Олена Олегівна

Відповідальний за видання *Н. Л. Гавкалова*

Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Викладено положення щодо підготовки, написання та оформлення консультаційного проекту. Наведено порядок захисту відповідно до чинних вимог.

Рекомендовано для студентів спеціальності 281 "Публічне управління та адміністрування" другого (магістерського) рівня.

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