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**Guidelines for writing a thesis  
of Bachelor's (first) degree higher education students  
of speciality 073 "Management",  
educational program "Logistics"**

**Kharkiv  
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*Самостійне електронне текстове мережеве видання*

**Guidelines** for writing a thesis of Bachelor's (first) degree higher G94 education students of speciality 073 "Management", educational program "Logistics" [Electronic resource] / compiled by T. Kolodizieva, K. Melnykova. – Kharkiv : S. Kuznets KhNUE, 2024. – 41 p. (English)

Guidelines are given regarding the structure, content of the main sections, organization of preparation and writing, rules for design and defense of a thesis.

For Bachelor's (first) degree higher education students of speciality 073 "Management" of the educational program "Logistics".

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# Introduction

Completion of a Bachelor's qualification (diploma) thesis is the final stage of study at the first (bachelor) level of higher education and the final result of student's independent individual research activity, a complex study that summarizes educational components, passing practical training, which is provided for by the educational plan for speciality 073 "Management" of the educational and professional program "Logistics".

Attestation in speciality 073 "Management" is carried out by the examination board in accordance with the requirements of the Standard of Higher Education after the student has completed the curriculum in the form of a public defense of the Bachelor's qualification work in the speciality. Attestation is carried out openly and publicly. Students who have fulfilled all the requirements of the educational program and curriculum are admitted to attestation.

Qualification work should involve solving a complex specialized task or a practical problem in the field of management, characterized by complexity and uncertainty of conditions, with the application of theories and methods of economic science.

Qualification work is a student's educational and scientific work, which is performed at the final stage of obtaining a Bachelor of Management qualification to establish the compliance of the learning results (competences) obtained by higher education applicants with the requirements of the higher education standard and the educational and professional program.

Table 1 shows the competences and learning outcomes according to educational components.

Table 1

## Learning outcomes and competences formed according to the educational components

Learning outcomes	Competences that must be mastered by a student of higher education
1	2
LO3	GC9, GC10, SC3, SC5
LO4	GC3, GC4, GC10, SC1

Table 1 (the end)

1	2
LO5	SC1, SC3
LO6	SC2, SC12
LO7	SC1
LO8	SC1, SC2, SC7
LO16	GC9, GC11
LO17	GC3, GC10, GC11, GC14
LO18	GC4, GC5, SC2, SC16
LO19	SC2, SC3

*Note.* LO3 is the ability to demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO4 is the ability to demonstrate skills in problem identification and justification of management decisions.

LO5 is the ability to describe the content of the functional areas of an organization.

LO6 is the ability to demonstrate the skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions.

LO7 is the ability to demonstrate organizational design skills.

LO8 is the ability to apply management methods to ensure the effectiveness of the organization.

LO16 is the ability to demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

LO17 is the ability to conduct research individually and/or in a group under the guidance of a leader.

LO18 is the ability to use the principles and methods of logistics in the general management system of the enterprise to reduce costs and optimize logistics flows and processes of organizations.

LO19 is the ability to apply a logistic approach to the management of organizations' resources and to ensure an increase in their competitiveness; demonstrate the skills of optimizing the organizational and technological aspects of the main functions of logistics using communication and information support.

GC3 is the ability to think abstractly, analyze, synthesize.

GC4 is the ability to apply knowledge in practical situations.

GC5 is knowledge and understanding of the subject area and understanding of professional activity.

GC9 is the ability to learn and master modern knowledge.

GC10 is the ability to conduct research at an appropriate level.

GC11 is the ability to adapt and act in a new situation.

GC14 is the ability to work in an international context.

SC1 is the ability to identify and describe organizational characteristics.

SC2 is the ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC3 is the ability to determine the prospects of the organization's development.

SC5 is the ability to manage an organization and its divisions through the implementation of management functions.

SC7 is the ability to choose and use modern management tools.

SC12 is the ability to analyze and structure the problems of the organization, to form reasonable solutions.

SC16 is the ability to form a comprehensive program to increase the company's competitiveness on the national and international markets from the point of view of logistics as a new paradigm of entrepreneurial activity.

The thesis is a qualification document, on the basis of which the examination committee determines the level of theoretical training of the graduate, his readiness for independent work in the field and makes a decision on assigning the appropriate qualification and issuing a diploma.

There should be no academic plagiarism or falsification in the qualification work.

The Bachelor's qualification work is allowed to be defended before the examination board, provided that the level of its uniqueness (originality) corresponds to the standard, approved by the management, logistics and innovation department.

## **Terms**

In a Bachelor's thesis, it is necessary to present the content and results of research in a concise, logical and reasoned manner, avoiding general words, unproven statements, and tautology.

A Bachelor's thesis must have a certain construction logic, consistency and completeness. In the process of writing the thesis, the student must refer to the authors and sources from which he borrowed materials or individual results.

The Bachelor's thesis is submitted in the form of a specially prepared hardbound manuscript.

## **The stages of completion of a thesis**

Work on the thesis consists of the following main stages:

- determination of the research direction;
- selection and approval of the topic and content of the thesis;
- conducting research and writing the work;
- designing the work;
- public thesis defense.

### **Determination of the direction of research**

The determination of the direction of research is carried out taking into account the organizational-legal and organizational-economic form of the enterprise, the basis of the pre-diploma internship, the types of industrial, economic, economic and social activities of the enterprise unit and the tasks performed by this unit, the subject of scientific research of the department and the interests of the student.

When choosing the direction of the diploma thesis, the student can use the list of topics proposed by the department or propose his own topic after agreeing with the supervisor of the thesis.

### **Selection and approval of the topic and content of the Bachelor's thesis**

The topic of the thesis should be relevant, have theoretical value and practical significance, correspond to the current state and development prospects of the enterprise under study.

The topic of the thesis is determined by the student together with the supervisor. At the request of the head, the department considers the proposed topics and approves them. The confirmation of the subject of the thesis by the student is formalized by the Rector's order, and by the same order, the supervisors of the Bachelor's thesis are appointed.

The content of the thesis is coordinated by the student with the supervisor. It contains the names of all sections and subsections, which were formed based on the results of formulating the purpose of the work and the tasks that must be solved to achieve the set goal.

### **Conducting research and writing a Bachelor's thesis**

The research is carried out in the following stages:

- justification of the relevance of the chosen topic;
- setting the goal and specific tasks of the research;

definition of the object and subject of research;  
choice of research methods;  
registration of research results;  
formulation of conclusions and evaluation of the obtained results.

The thesis must contain:

justification of the relevance of the chosen topic;  
clearly defined object and subject of research;  
identified research goals and tasks for the implementation of scientific and practical research that will ensure the achievement of the specified goals;  
a short scientific and analytical review of information sources, normative and legal material regarding the emergence, development and current state of the problem under investigation;  
critical analysis and research of monographic and periodical research publications related to the research topic;  
presentation of key (defining) information based on systematization or generalization in an easy-to-understand form (tables, diagrams, illustrations, etc.);  
independent research, calculations performed with the involvement of modern information technologies for solving applied problems, a Print Screen of the results which must be submitted in applications;  
practical recommendations and proposals for improving the activities of organizations, institutions, enterprises or other structural bodies;  
conclusions.

The Bachelor's thesis must contain:

the title page;  
the presentation to the head of the examination commission;  
an abstract (in Ukrainian and English);  
the contents;  
the introduction;  
the main part;  
conclusions;  
references;  
appendices.

*The title page of the Bachelor's thesis (Appendix A)* contains the name of the higher educational institution where the thesis was completed; the name and surname of the author; the topic of the Bachelor's thesis; the name

and surname of the supervisor and (or) consultant; the name and surname of the reviewer; the city and the year of writing.

*The presentation to the head of the examination commission* (Appendix B) contains: a certificate of the implementation of the curriculum, which is formed and signed by the secretary of the faculty, the conclusion of the supervisor of the thesis on the quality of its execution, the conclusion of the graduating department on the admission of the thesis to the defense.

*The abstract* (Appendix B). The referenced content of the Bachelor's thesis provides an opportunity to highlight the main results of the thesis. The abstract is written in Ukrainian and English and is an extended abstract of the content of the thesis. The volume of the abstract is one page of typewritten text in each language.

## **Requirements for the structure of the thesis**

The structure of the explanatory note and the volume of its individual sections depend on the specifics of the topic of the thesis, but it must be formed in compliance with the following conditions:

the volume of the explanatory note is 65 – 90 pages of typewritten text (not including the list of references and appendices);

the third, i. e. the project section is the most significant and, accordingly, the largest in volume;

important mathematical calculations, auxiliary tables, economic and financial reporting, questionnaires, illustrations, should be placed in appendices;

the number of pages in individual sections is not clearly regulated, but must meet the requirements of sufficient informativeness and reasonableness of decisions and conclusions.

The explanatory note to the thesis consists of sections and subsections. At the end of each section, conclusions are formulated that should reflect the main provisions of the section.

The content of each section largely depends on the topic of the thesis and the plan agreed with the supervisor. However, there are general requirements for completing each section, which are listed below.

The approximate number of pages in sections can be as follows:

the introduction: 2 – 3 pages;

the theoretical section: 20 – 25 pages;



the analytical section: 20 – 25 pages;

the project section: 20 – 35 pages;

the conclusions: 3 – 4 pages.

The title of each section should reflect the essence of the questions to be revealed. It is not allowed to use the names "Theoretical section", "Analytical section", "Practical section".

## **Requirements for the content of the thesis sections**

### **The introduction**

The introduction contains a justification of the relevance and practical significance of the chosen topic of the Bachelor's thesis, the expediency of the work for the development of the relevant field of economics and science, references to normative documents and laws that confirm the priority of the topic, statistical materials that confirm this. In the part concerning relevance, it is necessary to indicate the names of scientists who researched this topic and made significant proposals for its development, as well as to justify the feasibility of continuing research on unresolved issues.

In the introduction, the purpose of the work and the tasks that must be solved to achieve the goal are defined. The goal can be defined as the generalization of theoretical foundations and improvement and development of practical recommendations on the issue (further it is appropriate to indicate the essence of the topic of the thesis) for the enterprise.

The list of tasks should have a close relationship with the subsections of the work, that is, each subsection should be presented as a separate task or two tasks.

The formulation of the object and subject of research is given. The object of research is a process or phenomenon that generates and characterizes the question or situation posed in the diploma and chosen for research. A specific enterprise, organization, institution or state authority or its subdivision, on the example of which the work is carried out, should not be called the object of research, because this is the basis of the research.

The subject of research is specific tasks contained within the scope of the research object, which can be theoretical provisions, methods, methodical support, tools related to the topic of the thesis. The object and the subject of research are related to each other as general and partial. The object

characterizes the investigated question broadly, and the subject narrows it down to a specific task.

Also, the introduction provides a list of information sources and research methods that are used to achieve the goal set in the work. It is necessary to list the methods not separated from the content of the work, but briefly and meaningfully, determining which issues were solved with the help of the listed methods.

The introduction should contain a description of the obtained results of the conducted research, highlighting features, elements of a non-traditional approach to theoretical or practical aspects in the activities of organizations (enterprises).

The introduction should also provide information on existing publications on the topic of the thesis in professional scientific publications or published at scientific and practical conferences. Copies of articles or abstracts of reports should be placed in the appendices to the work.

### **The theoretical section**

The theoretical section should contain two subsections. In *the first subsection* of the theoretical section of the thesis, general theoretical aspects of the topic of the thesis, which are the subject of research, are considered, using the analysis of literary sources from the researched topic, which must be referenced. It is appropriate to reveal the content of the key concepts of the study, to characterize their place in the management system or in the logistics system of the enterprise, to indicate their classification, structure, etc. It is desirable to compare different points of view, to use published statistical data with reference to sources. The provisions of the theoretical analysis must be summarized in the form of analytical tables. It is desirable to illustrate the text with graphic material: schemes, graphs, algorithms, diagrams.

Also, the first subsection of the theoretical section reveals the features of the issue management process (for example, management of warehouse, transport, purchasing activities, etc.), which reveals the topic of the thesis, which is central to the scope of the study. They consider the stages of the management process, their features, tools, algorithms, schemes, procedures, technologies that can be used by the enterprise to implement its own tasks within the framework of the research object. In many cases, it is advisable

to build this subsection on the basis of a consolidated table or figure with a further detailed description of its components.

*The second subsection* of the theoretical section is devoted to highlighting the methodological features of the topic of the diploma thesis with formulas (for example, evaluation of the effectiveness of management of certain logistics activities), methods of management, organization, planning, taking into account the world experience of solving the diploma issue, which is the subject of research. Specific examples from the practice of leading domestic enterprises or global companies are considered, emerging trends are analyzed, including the use of statistical data, which are summarized using economic and mathematical methods.

In *the conclusions to the 1st section*, the main obtained theoretical generalizations and own proposals, the results of the theoretical analysis are given.

### **The analytical section**

After considering the problems of the thesis in the theoretical aspect, the student proceeds to the analytical section of the work. It should be entitled "Comprehensive analysis of the activity of ... (the name of the organization)". This section also contains two subsections.

The first subsection of *Section 2* is "The general characteristics and main economic indicators of the enterprise". The characteristics of the enterprise must include:

the general information about the company under analysis: the full name of the company, the form of ownership, a brief history of the company's development, the date of organization and the time of existence on the market, the presence of branches;

the characteristics of production and economic activity: the main directions of production activity – the nomenclature (assortment) of the basic products and consumer goods, a list of works and services; assimilation of new types of products, production facilities, production areas;

the organizational structure of the enterprise management (in the form of a scheme) and evaluation of the principles of its construction and operation.

To characterize the enterprise, you can also:

determine the nature of the market (international, national, regional, city, district, etc.); after collecting relevant information, draw a conclusion about

the market volume; determine the type of market in which the organization operates (monopolistic, oligopolistic, etc.);

characterize the state of competition, provide a description of enterprises that operate in the same market as the organization, which is the basis of the research, and which are its direct competitors;

provide a general description of the enterprise's operating environment. Find out the place of the enterprise in the production and economic complex of the country or region, draw up a diagram of its relationships with other enterprises, organizations and institutions (external environment): suppliers of material and technical resources; buyers of products; banks; state bodies; the stock exchange, financial intermediaries and other stock market participants; research organizations, etc.

Also, the economic and functional characteristics of the activity of the research base (enterprises, institutions, organizations, etc.) are presented in the first subsection of statistical reporting. The economic analysis of the results of the enterprise's activity is carried out according to the main directions: general indicators of the enterprise's activity, main production assets, material resources, labor resources, intangible assets.

The information basis of the economic analysis is the balance sheet (form 1), the report on financial results (form 2), the statistical report on labor (form 1-PV), etc. At the same time, the reporting itself is given in the appendix of the thesis "Financial and statistical reporting of the enterprise" or "Financial reporting of the enterprise", and the text provides calculations of indicators in tabular form, interpretation of calculations and conclusions following the analysis.

The analysis of the main economic indicators of the enterprise should contain:

1. Analysis of the economic indicators of the enterprise for two (reporting and previous) periods (years, quarters).

The main sources for collecting information and conducting analysis can be: financial statements of the enterprise for the year (a balance sheet, a report on financial results, a report on the flow of funds); the main forms of statistical reporting of enterprises: form No. 1-p "Report on the production of industrial products", form No. 3 PV "Report on the use of working time", form No. 1-innovation, form No. 2-prom (innovation). The recommended list of indicators is given in Table 2.

### The main economic indicators of the enterprise

No.	Indexes	Unit of measurement	Periods		Change	
			the previous year	reporting year	in abs. expressions (+, -)	in %
1	2	3	4	5	6	7
1	Volume of goods without VAT at current prices	Thou UAH				
2	Volume of merchandise without VAT in comparative prices	Thou UAH				
3	Revenue from the sale of products without VAT at current prices	Thou UAH				
4	Production cost of products, including:	Thou UAH				
4.1	raw materials and materials	Thou UAH				
4.2	fuel and energy for technological needs	Thou UAH				
4.3	basic wages of basic workers	Thou UAH				
4.4	total expenditures	Thou UAH				
5	Cost of goods sold	Thou UAH				
6	Administrative expenses	Thou UAH				
7	Selling expenses	Thou UAH				
5	The average number of employees	persons				
	In particular according categories:					
5.1	main workers	persons				
5.2	auxiliary workers	persons				
5.3	specialists, employees	persons				
5.4	administrative and managerial staff	persons				
6	The number at the beginning of the period	persons				
7	Employees that are hired	persons				
8	Employees that left	persons				

Table 2 (the end)

1	2	3	4	5	6	7
	in particular	persons				
8.1	due to downsizing	persons				
8.2	voluntarily	persons				
8.3	for violation of labor discipline	persons				
9	The number at the end of the period	persons				
10	Remuneration fund	Thou UAH				
11	Working time fund	hours				
12	Gross profit from product sales	Thou UAH				
13	The cost of fixed assets at the beginning of the period	Thou UAH				
13	The cost of fixed production assets (FPA)	Thou UAH				
14	The value of the received FPA	Thou UAH				
15	The cost of the eliminated FPA	Thou UAH				
16	The average annual cost of FPA	Thou UAH				
17	The average annual value of the active part of the FPA	Thou UAH				

The level of change in indicators in absolute terms is equal to:

$$\Delta C = V_{rp} - V_{pp}, \quad (1)$$

where  $\Delta C$  is the change in the indicator in absolute terms;

$V_{rp}$  is the value of the indicator for the reporting period;

$V_{pp}$  is the value of the indicator in the previous period.

Calculation of changes in indicators in percentages can be carried out by calculating their growth rates or increase rates.

The growth rate ( $T_r$ ) of the indicator is calculated according to the following formula:

$$T_r = \frac{V_{rp}}{V_{pp}} \times 100 \%. \quad (2)$$

The increase rate ( $T_{gr}$ ) is calculated according to the following formula:

$$T_{gr} = \frac{V_{rp} - V_{pp}}{V_{pp}} \times 100 \% . \quad (3)$$

For a more detailed analysis of the company's activity, it is necessary to calculate the following indicators: labor productivity, material yield, material intensity, capital return, capital intensity, profitability of production and products.

Productivity is the efficiency of the use of resources: labor, capital, land, materials, energy, information – during the production of various goods and the provision of services. It reflects the relationship between the quantity and quality of manufactured goods or services and the resources spent on their production. Labor productivity is determined by the following formula:

$$LP = \frac{VM}{NE} , \quad (4)$$

where LP is labor productivity, thousand UAH / person;

VM is the volume of merchandise, thousand UAH;

NE is the average number of employees, persons.

Material return is the ratio of the cost of the produced products to the amount of material costs. This indicator characterizes the yield of materials, i. e., how much output is produced from each hryvnia of applied material resources (raw materials, fuel, energy, etc.). The following formula is used for calculation:

$$MR = \frac{VM}{MC} , \quad (5)$$

where MR is material return, UAH / UAH;

VM is the volume of merchandise, thousand UAH;

MC is the amount of material costs, thousand UAH.

Material capacity is an indicator that is the inverse of the material return, showing how much material costs are actually incurred for the production of a unit of product. The material capacity of the enterprise is calculated according to the formula:

$$MCAP = \frac{MC}{VM} = \frac{1}{MR} , \quad (6)$$

where MCAP is material capacity, UAH / UAH.

The most generalizing indicator of the use of fixed assets is the capital return, which is determined by the ratio of the volume of output to the cost of fixed production assets:

$$FR = \frac{VM}{FPA}, \quad (7)$$

where FR is fund return, UAH / UAH;

TP is the volume of merchandise, thousand UAH;

FPA is the average annual cost of the fixed production assets, thousand UAH.

Capital intensity is an indicator that is the inverse of return on capital, it characterizes the amount of basic production assets per 1 UAH of production and is calculated according to the following formula:

$$FC = \frac{FPA}{VM} = \frac{1}{FR}, \quad (8)$$

where FC is the fund capacity, UAH / UAH.

The profitability of production is determined by the formula:

$$PP = \frac{GP}{PC} \times 100\%, \quad (9)$$

where PP is the profitability of production, %;

GP is gross profit, thousand UAH;

PC is production cost, thousand UAH.

Provide the calculated economic performance indicators of the enterprise in Table 3.

Table 3

### Main calculated economic indicators the company's activities

No.	Indexes	Unit measurement	Periods		Change	
			previous year	reporting year	in abs. expression (+, -)	in %
1	2	3	4	5	6	7
1	Productivity	Thou UAH / person				



Table 3 (the end)

1	2	3	4	5	6	7
2	Material yield	Thou UAH / UAH				
3	Material capacity	Thou UAH / UAH				
4	Fund return	Thou UAH / UAH				
5	Fund capacity	Thou UAH / person				
6	Profitability of produc- tion	%				

On the basis of initial and estimated technical and economic indicators, it is necessary to draw conclusions about the state of the enterprise in the reporting period compared to previous (or planned) values.

An important component of the analytical section of the thesis is *the second subsection*, which provides analysis of the solution at the enterprise (in the organization) of this or that issue in accordance with the topic of the thesis, that is, the analysis of the subject area, in order to identify the positive sides and existing shortcomings. It is appropriate to indicate in which division the issues of the thesis are resolved, by what methods, which documents are the main ones, which position of the executor is fixed for solving the issue of the thesis. The use of economic-mathematical methods and models will allow obtaining more reasonable conclusions, although it is not mandatory.

The student should pay considerable attention to the formulation of conclusions. It is desirable to generalize the problems identified within the subject area in the form of a problem map. The importance of this final stage of the analysis is determined by the fact that its results serve as a basis for work at the next stage of working on the topic of the thesis – during the preparation and justification of project recommendations for eliminating existing shortcomings, as well as improving the organization of solving problems of the thesis. Therefore, the student should pay special attention to the clarity of the definition of the composition and the formulation of conclusions based on the analysis.

In *the conclusions to the second section*, the main results of the analysis with the quantitative values of deviations according to the main investigated indicators are given.

## The project section

The task of the *third section* is to develop concrete recommendations, suggestions, management models of the organization's activity parameters on the basis of the main theoretical provisions, methodical approaches, methodical tools presented in the first section, as well as the conclusions made in the second section of the study. The title of the section is formulated, as a rule, in the following way: "Improvement... (subject of research) on... (base of research)".

*The first subsection* should contain detailed proposals for improving the organization's activities in accordance with the research direction with detailed justification and be built on the basis of the conclusions from the analysis conducted in the second section, based on the identified deviations, problems and shortcomings. It is necessary to provide calculation formulas, methods that are proposed for solving the issue of the thesis, directly provide calculations based on the practical material of the enterprise and demonstrate the feasibility of improvement.

It is appropriate to reveal the main issues of organization, planning or control of the developed proposals for the enterprise. The main parameters of the organization, plan or control process are given, if necessary, their individual elements are detailed, the responsible positions for the implementation of the thesis proposals are indicated, the relationships between the company's divisions and the subjects of the external environment are demonstrated.

The use of economic-mathematical models and calculations will help to increase the evaluation of the thesis.

*The second subsection*, which is entitled "Calculation of economic efficiency / social efficiency of the proposed measures", provides a calculation of the economic, social efficiency or effect of measures to improve the logistics activity of the enterprise in accordance with the topic of the thesis. The calculation of the scientific and practical level of thesis proposals can also be additionally submitted. In this subsection, it is imperative that the data be summarized in tables with calculations of general and partial efficiency indicators for each of the measures proposed in the work.

In *the conclusions to the third section*, the main results of the analysis are presented with the quantitative values of deviations according to the main investigated indicators.

## Conclusions

Conclusions are the final stage of the Bachelor thesis. They briefly state the most important theoretical and practical provisions, which contain an assessment of the achieved results from the point of view of compliance with the purpose of the Bachelor's work and the tasks set in the introduction, proposals for improving the researched direction of the organization's activities. The sequence of conclusions must correspond to the tasks set and given in the introduction, that is, a conclusion must correspond to each task.

## Completion of a Bachelor's thesis

### General requirements

The thesis is printed using a printer on one side of a sheet of white A4 paper (210 × 297 mm) with one and a half line spacing up to thirty lines on a page (Fig. 1).

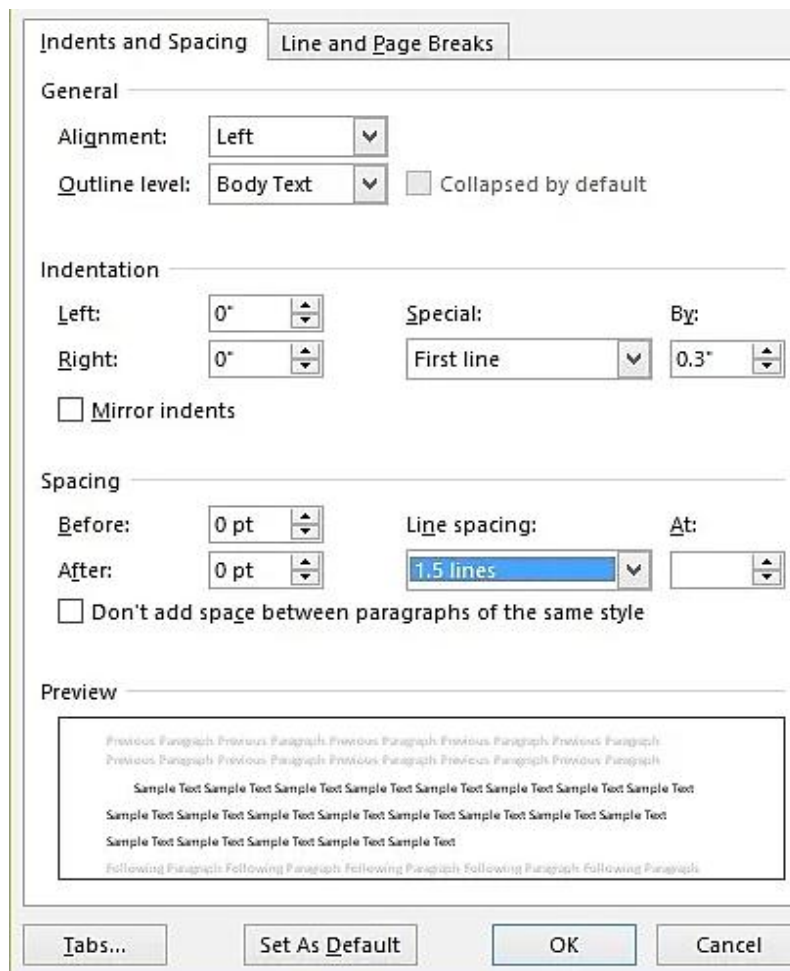


Fig. 1. Indents and spacing

The font of the main text is regular, 14 pt Times New Roman. The paragraph indentation should be 1.25 cm, the alignment of the main text should be in width. Widow lines are not allowed.

The text of the thesis must be printed, leaving margins of the following sizes: 30 mm left, 15 mm right, 20 mm top, 20 mm bottom.

Typographical errors, misspellings and graphic inaccuracies that appeared during the writing of the diploma thesis can be corrected by cleaning or painting over with white paint and applying the corrected text (fragment of the drawing) in the same place or between the lines of the typescript. No more than two corrections are allowed on one page.

The text of the main part of the Bachelor's thesis is divided into sections and subsections.

Headings of structural parts (**CONTENTS, INTRODUCTION, CONCLUSIONS, A LIST OF THE USED SOURCES, APPENDICES**) and sections are printed *in capital letters in bold* in the center symmetrically to the main text. Headings of subsections are printed in small letters (except for the first capital letter) *in bold type* with paragraph indentation. Do not put a period at the end of the title. If the title consists of two or more sentences, separate them with a period.

The distance between the names of structural parts, the names of sections and the text should be equal to one and a half spaces.

Each structural part and section of the thesis must begin on a new page.

### **Numbering**

The numbering of pages, sections, subsections, figures, tables, formulas is given in Arabic numbers without the number sign.

The first page of the thesis is the title page (the explanatory note), which is included in the general numbering of the pages of the thesis. The assignment letter for the thesis is a two-sided form – it is the second and third pages of the Bachelor's thesis. The presentation to the chairman of the examination committee is the fourth page. The abstract (in Ukrainian and English) is the fifth and sixth pages. The "CONTENTS" page is respectively the seventh. The page number is not placed on the title page, the thesis assignment letter, the presentation, abstracts, the table of contents, and the first page of the introduction. The numbering should be done starting from the second page INTRODUCTION in the upper right corner of the page without a period at the end.

Appendices are not included in the total volume of the Bachelor's thesis, but all pages of the specified elements of the thesis are subject to continuous numbering.

Such structural parts of the Bachelor's thesis as the contents, introduction, conclusions, a list of the used sources do not have a serial number. It should be noted that all the sheets on which the mentioned structural parts of the thesis are placed are numbered in the usual way. Only their titles are not numbered, that is, you cannot print: 1. INTRODUCTION or Section 6. CONCLUSIONS. The section number is placed after the word SECTION, a dot is placed after the number and the section title is printed *with center alignment*.

Subsections are numbered within each section. The subsection number consists of the section number and the serial number of the subsection, between which a dot is placed. There should be a period at the end of the subsection number, for example: 2.3. (the third subsection of the second section). Then, in the same line, give the title of the subsection with an indent and width alignment. An example of design is shown in Fig. 2.

**SECTION 1. THEORETICAL FOUNDATIONS OF INFORMATION  
SUPPORT OF LOGISTICS PROCESSES AT AN ENTERPRISE**

**1.1. The concept of information flows and logistics information system**

Achieving logistics objectives and getting the right result requires constant research and action on logistics processes through the management of these systems. Management in this case aims to coordinate the work of all units involved in the work of production and sales. Information support acts as a tool to achieve the result. Information appears in the execution of various operations dictated by logistics. Information is used in the creation and implementation of management decisions in the logistics system, accompanying the material flow at all stages of its movement.

Information flows in logistics are formed depending on the material flows. It is worth noting that, from time to time, the material flow has the ability to arrive at a specified location, before the documents for it. In such a case, it is customary to note that the material flow is an unfinished delivery and the recipient accepts the material flow for storage before the arrival of the documents. On the other hand,

**Fig. 2. Designing sections and subsections**

## Illustrations and tables

Illustrations (drawings, diagrams, graphs, maps) and tables must be given in the Bachelor's thesis immediately after the text where they are mentioned for the first time, or on the next page. References to figures and tables in the text of the work are mandatory and, for example, are executed with the words "shown in Fig. 1.3", "presented in Table 2.2". In repeated references to tables and illustrations, the word "see" should be indicated, for example: see Table 1.3.

The text of the illustrations and tables is written in Times New Roman font, 12 pt, spacing 1.0.

Drawings are made by the Microsoft editor Word and must be a single object.

Illustrations are marked with the word Fig. and numbered consecutively within the section, except for the illustrations provided in the appendices.

The illustration number must consist of the section number and the serial number of the illustration, with a dot between them. The name of the figure is placed with indentation and width alignment. There must be one blank line between the text and the figure, and between the figure name and the following text. An example of the design of the illustration is shown in Fig. 3.

The elements of the logistics system are connected by means of information flows. In this regard, the information network should ensure the creation of databases, communication links within the company, a set of operational decision-making activities, etc.

The organizational structure of the logistics information system can be represented as four subsystems in Fig. 1.1.

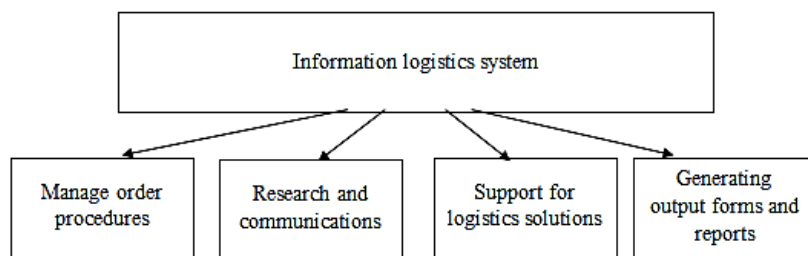


Fig. 1.1 Organizational structure of the logistics information system [1]

These interconnected subsystems form the information and computer support of all logistics marketing functions and interconnection with the micro-logistic and macro-logistic external environment.

In the organizational texture of the logistics information system as one of the

## Fig. 3. An example of design of illustrations

Tables are numbered consecutively (with the exception of tables presented in appendices) within a section. In the upper right corner above the corresponding table header, the inscription Table with its number is placed. The table number should consist of the section number and the serial number of the table, between which a dot is placed, for example: Table 1.3 (the third table of the first section).

An example of design of table formation is shown in Fig. 4.

operations. Types of information flows depending on the type of systems the flow connects are shown in Table 1.1.

Table 1.1

Types of information flows [7]

№	Types	Definition
1	Horizontal	Flow of information among business relationship partners of the 1st management value
2	Vertical	The flow of information from the management to its subordinate links in the logistics system.
3	External	The flow taking place in the environment external to the logistics system.
4	Internal	A flow of information located within one logistics system or one of the subsystems.
5	Input	The flow of information into the logistics system or into one of the subsystems.
6	Output	The flow of information outside the logistical system or one of the subsystems.

When the information flow arrives at the appointed time before the material flow, it is a good thing. It is this fact that allows you to better prepare for the receipt of goods, because the manager knows more information in advance, which can be applied to optimize the processes of receipt and distribution of goods.

**Fig. 4. An example of table formation**

If the table is placed on two pages, then on the second page, in the upper right corner directly above the table, the words "End of table" are written. The number of the table is indicated, for example: "End of Table 1.2". In addition, on the first page under the "cap" of the table, a line with the serial numbers of the columns is placed, and on other pages such a line is placed instead of the "cap". If the table is placed on three or more pages, the words "End of table" are written only above the last part of the table, while on the previous pages continuation of the table is indicated: "Continuation of table". An example of design is shown in Fig. 5.



1	2
Reduced warehouse handling costs	Reducing the period for tasks such as picking, packing orders or receiving and other processes will inevitably reduce your handling costs. This is easy enough to check. You can calculate the current cost of processing each order without a management system and compare it with the data after the WMS implementation project is completed. And then you can see what kind of ROI will be achieved.
Minimizing errors	Warehouse management system and barcoding significantly reduce the time for inventory processing and reduce the risk of errors. Under the control of the WMS system, employees scan the barcode when picking, packing, shipping, receiving, etc. WMS initiates all activities of the staff, in case of incorrect operations, for example, scanning of other goods, it warns of the wrong action, automatically registers the goods stock, transmits the data to the accounting system in online mode.
Saves time	WMS reduces the time it takes to process products, especially important for picking and delivering orders. Inventorying is faster, error-free, on-line, and without work stoppage. Data collection terminals that read barcodes from products and transmit data to the system on-line also reduce inventory time.

End of Table 3.1

1	2
Reduced warehouse handling costs	Reducing the period for tasks such as picking, packing orders or receiving and other processes will inevitably reduce your handling costs. This is easy enough to check. You can calculate the current cost of processing each order without a management system and compare it with the data after the WMS implementation project is completed. And then you can see what kind of ROI will be achieved.
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Fig. 5. An example of the design of tables that are placed on several pages



## Formulas

The formulas in the thesis are executed by the Microsoft editor Equation 3.0 (Fig. 6 and 7).

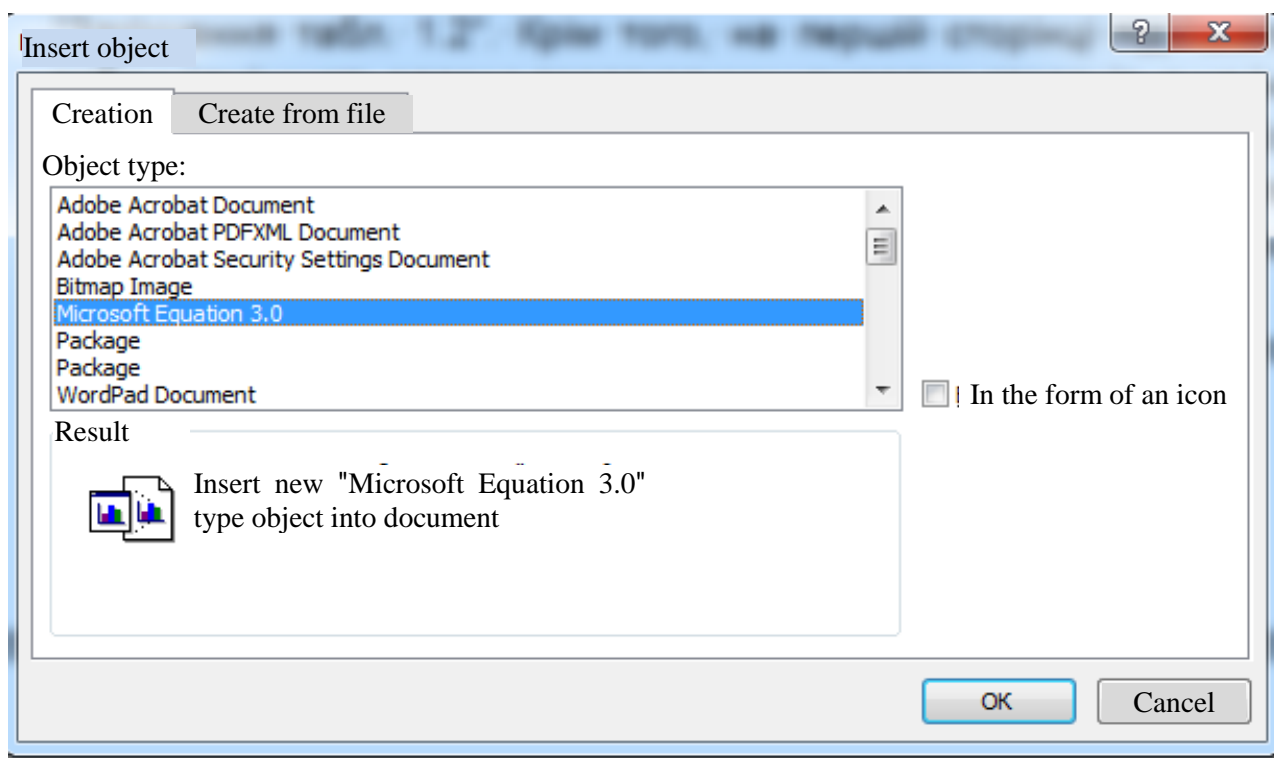


Fig. 6. Selection of an editor for formulas

Formulas (if there are more than one) are numbered within the section. The number of the formula consists of the number of the section and the serial number of the formula in the section, between which a dot is placed. Formula numbers are written near the right margin of the sheet at the level of the corresponding formula in round brackets, for example: (4.1) (the first formula of the fourth chapter).

References to the formulas of the thesis are indicated by the serial number of the formula in parentheses, for example ... in formula (2.1). An example of formula design is shown in Fig. 7.

Having the necessary data on the income and expenses of the project for the implementation of information support at the enterprise, it is possible to calculate the net present value (NPV) to assess the effectiveness of the project:

$$NPV = \frac{P_n}{(1+r)^n} - IC, \quad (3.1)$$

where  $P_n$  is the annual cash flow in the  $n$ th year;

$r$  is the discount rate ( $r = 0.25$ );

$IC$  is the initial investment;

$n$  is the project implementation period.

The net present value income is:

### Fig. 7. The order of formula design

#### **General rules of citation and references to the used sources**

When writing a thesis, the student must refer to the sources, materials, individual results that are given in the thesis, or based on the ideas and conclusions of which the problems, tasks, questions, which are devoted to the study of the Bachelor's thesis, are developed.

Such links make it possible to find documents and check the reliability of information about the citation of a document, provide the necessary information about it, help to find out its content, language of the text, volume. References should be made to the latest editions of publications. Earlier editions may be referred to only in cases where they contain material not included in the latest edition.

If information, materials from monographs, review articles, other sources with a large number of pages are used, then the page numbers, illustrations, tables, formulas from the source to which there is a reference in the thesis must be accurately indicated in the reference.

References to sources in the text of a Bachelor's thesis should be indicated by the serial number in the list of the used sources in square brackets. An example of the design of links is shown in Fig. 8.

A fundamental component of the logistics information system is the logistics decision support subsystem, which can be presented as an interactive computerized information system, including information bases and analytical models that usually implement optimization tasks generated in the course of logistics marketing.

An employee of an organization uses this subsystem to scan the micro and macro environment of a company in four ways [9]:

1. Non-direct examination on the basis of a generalized parsing of the information received when there is no specific targets.
2. Direct examination where information on the external and internal environment of the firm is actively analysed with a predetermined goal in mind.
3. Informal examination, where information is imputed to limited and unstructured data.

### **Fig. 8. An example of design of links**

Citations should be given to support one's arguments by referring to an authoritative source or to critically analyze a particular printed work. Scientific etiquette requires accurate reproduction of the quoted text, because the slightest reduction of the given extract can distort the meaning laid down by the author.

The general requirements for citation are as follows:

the text of the quotation begins and ends with quotation marks and is given in the grammatical form in which it is presented in the source, preserving the features of the author's writing. Scientific terms proposed by other authors are not separated by quotation marks, except for those that have caused general controversy. In these cases, the expression "so-called" is used;

the citation must be complete, without arbitrarily shortening the author's text and without twisting the author's thoughts. Omission of words, sentences, paragraphs during citation is allowed without twisting the author's text and is marked with three dots. They are placed anywhere in the quote (at the beginning, inside, at the end). If there was a punctuation mark before or after the released text, it is not saved;

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

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

## **References**

The list of the used sources is placed after the conclusions. It consists of literary sources that were used by the student during the writing of the thesis, namely: legislative and normative acts, monographs, articles in periodicals, Internet resources, etc. Unpublished sources (reports, technical-normative and other internal documentation of the enterprise, lecture notes, etc.) are not included in the list of the used literature.

References should be placed in alphabetical order of the surnames of the first authors or titles. If information from the Internet is used, it is necessary to indicate not only the name of the site, but also the name of the article, the author or document to which the author refers, and the address of access to the resource. Normative and legislative acts, Internet sources are not singled out and placed in alphabetical order together with other literary sources. All literary sources should be given in the original language. Their number should not be less than 70 sources and must include laws and foreign literature in the original language, scientific works of scientists of S. Kuznets KhNUE, teachers of the Department of Management, Logistics and Innovations and the thesis supervisor.

### **A sample design of literary sources according to types**

#### Books

##### One author

Kachru U. Logistics and Supply Chain Management / Upendra Kachru. – New Delhi : Excel Books Private Limited. – 2013. – 337 p.

##### Two authors

Lepeyko T. Basics of the Information Economy : textbook / T. Lepeyko, O. Mazorenko. – Kharkiv : Publishing House of KhNUE, 2013. – 140 p.

##### Three authors

Rushton A. The handbook of logistics and distribution management: understanding the supply chain / Alan Rushton, Phil Croucher, Peter Baker. – Revised edition of The handbook of logistics & distribution management, 5th ed. – London : Kogan Page, 2014. – 690 p.

## Articles

Iastremska O. Disclosure of the main concepts in the formation of competitive strategies of industrial enterprises in the conditions of the experience economy : monograph / O. Iastremska // Methods of improving the economy, tourism and management : collective monograph / I. Andrushchak, V. Chudovets, O. Rechun et al. – International Science Group. – Boston : Primedia eLaunch, 2023. – P. 447–492.

## Materials from the Internet

ULA Ukrainian Logistics Alliance [Electronic resource]. – Access mode : <http://ula-online.org/ua>.

## Appendices

The following auxiliary materials, which are used for the completeness of the perception of the thesis, should be placed in the appendices:

schemes of the organizational structure of management of the organization (enterprise);

forms of financial and statistical reporting of the enterprise without the seal and signatures of its management;

statistical and informational data that are given in tables (large in volume), formulas and input data for calculations;

protocols, acts, instructions and methods, description of algorithms and programs for solving problems on the computer, which were developed in the process of completing the thesis;

illustrative material of an auxiliary nature;

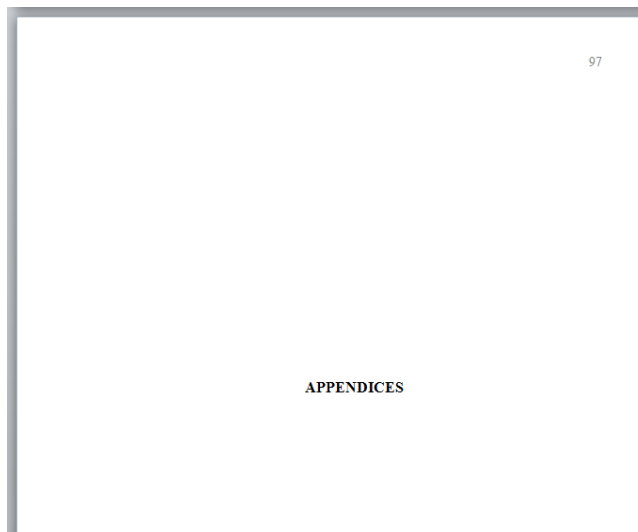
auxiliary materials of applied value (tables, drawings, regulations on the work of departments of the enterprise, organization);

copies of the student's scientific publications on the topic of the thesis.

The material provided in the appendices should correspond to the selected research topic and contain the necessary materials that were the basis for research and practical development.

Appendices are drawn up as a continuation of the Bachelor's thesis on its next pages. They should be placed in the order of appearance of references in the text of the thesis. In the process of making appendices on the following pages of the thesis, each such appendix must start on a new page.

The first page of the appendices is a separate sheet on which the word "APPENDICES" is placed in bold Times New Roman font, size 14 (Fig. 9).



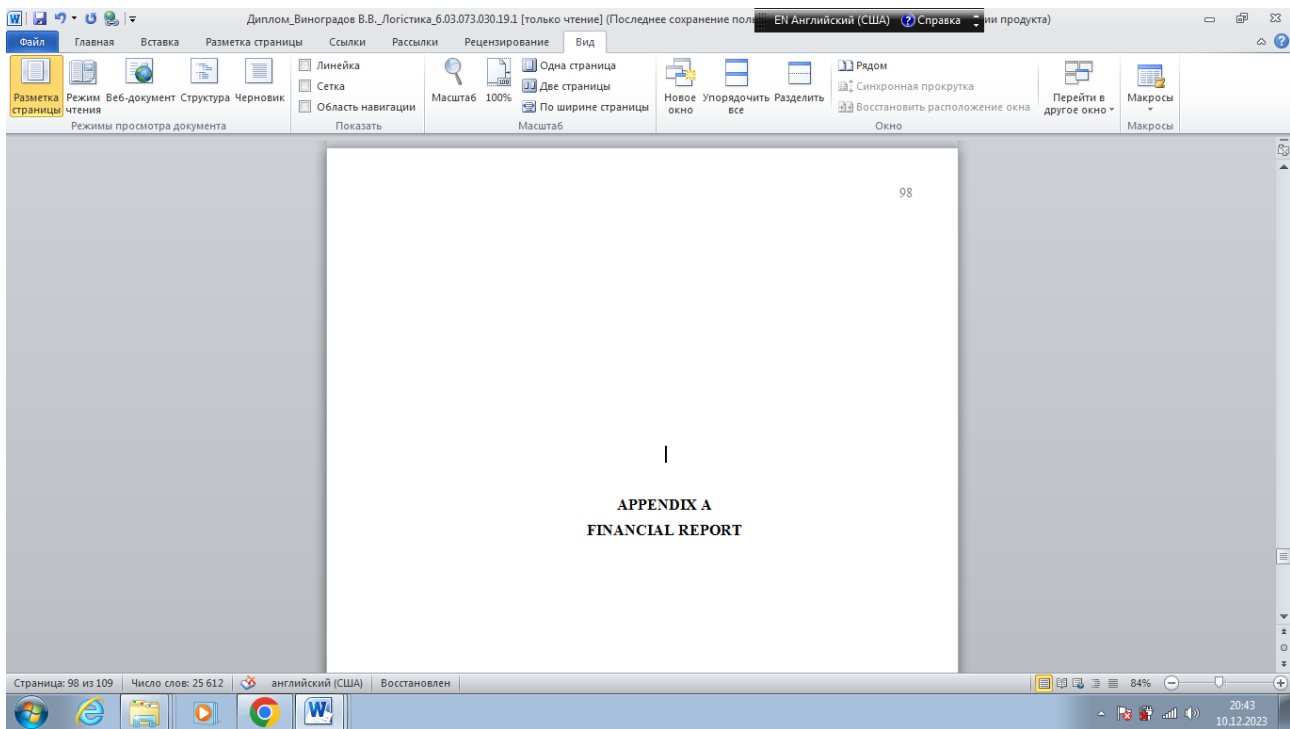
**Fig. 9. Designing the first page of appendices**

Appendices should be marked consecutively with capital letters of the alphabet, for example, Appendix A, Appendix B. One appendix is designated as Appendix A. During the registration, each appendix must start on a new page.

The first page of the appendix must be the page on which the word APPENDIX and the capital letter denoting the appendix appear in the middle of the line in capital letters. In the next line, the name of the appendix is given in capital letters in Times New Roman, size 14. An example of design is shown in Fig. 9 and 10.

The text of each appendix may, if necessary, be divided into sections and subsections, which are numbered within each appendix.

In this case, each number is preceded by a designation of the appendix (letter) and a period, for example, A.2 – the second section of Appendix A.



**Fig. 10. An example of design of appendix A**

Illustrations, tables and formulas placed in the appendices are numbered within each appendix, for example: Fig. D.1.2 – the second figure of the first section of Appendix D).

## **The procedure for submitting and defending a thesis**

According to the regulations, the student is obliged to submit the thesis to the supervisor for review in sections within the prescribed time limits. During the preparation for the defense, all remarks of the supervisor regarding the structure, content and conformity of the work to the requirements should be eliminated.

Before the defense, the Bachelor's thesis is checked for plagiarism, for which the student must submit the thesis to the responsible person in a single file in the Word format or in PDF format. Based on the results of the check, a report is issued, which indicates the percentage of found borrowings in the text of the thesis (it should not be more than 50 %) and the percentage of plagiarism. The report is attached to the explanatory note to the thesis.

No later than a week before the date of the defense, a normative control is held (checking the text of the thesis for compliance with the requirements), to which you must submit:

a printed explanatory note of the Bachelor's thesis with the signatures of the student and supervisor in the assignment letter;

an electronic version of the explanatory note of the thesis in the word format including appendices;

the presentation for the thesis in electronic form, as well as its printout with the signatures of the student and the supervisor;

an external review of the Bachelor's thesis;

a report of passing a plagiarism check.

After eliminating all remarks, the person responsible for regulatory control puts his signature on the presentation. The student must issue the final version of the work in hard binding. To the envelope, which is placed on the binding of the diploma, the student attaches a certificate of passing the plagiarism check and review. Next, the student and the head of the department must sign the work and submit it to the dean's office, which will make notes in the presentation letter.

Before the defense, the student must familiarize himself with the review, analyze and prepare answers to the reviewer's remarks.

Students who have not completed the curriculum and have academic debt at the time of submission of their Bachelor's thesis for defense are not allowed to defend the thesis. The issue of not admitting the thesis to the defense is considered at a meeting of the graduating department with the participation of the student and the supervisor.

The Bachelor's thesis is defended at an open meeting of the Examination Committee. The date of the defense is determined by the schedule of meetings of the Examination Committee. Lists of students admitted to the defense and reviewers are submitted to the examination board and made public no later than a week before the date of the defense.

The following documents are submitted to the Examination Committee before the defense of diploma theses: presentation to the chairman of the Examination Committee; the Bachelor's thesis (the explanatory note) with signatures, illustrative material signed by the performer and the supervisor; an external review of the thesis.

Other materials characterizing the scientific and practical value of the completed bachelor's thesis (printed articles on the topic of the work, documents



indicating its practical application, etc.) may also be submitted to the Examination Committee.

### **The thesis defense procedure**

This includes:

presentation by the head of the EC of the student and the topic of his research;

student's report;

answers to the questions of the chairman and members of the EC, other persons present at the defense;

announcement by the head of the EC of the content of the review;

responses to the reviewer's comments;

discussion of evaluation by members of the EC, which takes place after the defense of the theses by all students;

announcement of grades.

In the process of public defense, a candidate for the award of a Bachelor's degree must demonstrate the ability to clearly and confidently present the content of the conducted research, answer questions in a reasoned manner and lead a discussion.

The student's report should be concise, specific, should be accompanied by presentation materials and an explanatory note intended for general viewing. In the report, the student must disclose:

the relevance of the research topic;

the main tasks that were solved in the work;

conclusions from the obtained work results.

The time for a student's report should not exceed 7 minutes.

The main task of the report is to illustrate the author's statements in detail and vividly. Therefore, it is necessary to refer to the relevant material in a timely manner, to focus on it the attention of the committee members.

EC members present at the defense ask the student questions in order to determine the level of his special training and erudition.

After answering the questions, a review of the Bachelor's thesis is read. The student must give a reasoned answer to the reviewer's remarks.

During the defense, a protocol of the EC meeting is kept. The opinion of EC members about the practical value and recommendations for using the author's proposals is noted separately.

The total defense time should not exceed 30 minutes on average per student.

The university uses a 100-point accumulative system for evaluating the learning outcomes of students of higher education.

The evaluation of the Bachelor's thesis is carried out taking into account the proposals in the review and based on the results of the defense of the work. The examination board makes a reasoned decision on awarding a Bachelor's degree to each student. In the process of determining grades, the following issues are taken into account:

meaningful aspects of the work (relevance of the chosen research topic; focus of the work on the development of real practical recommendations; compliance of the logical structure of the work with the set goals and tasks, availability of alternative approaches to solving the identified problems; level of substantiation of the proposed solutions; degree of independence of the research; language and thesis style; general design);

the quality of the defense of the work (the ability to concisely, consistently and clearly state the essence and results of the research; the ability to defend one's proposals, thoughts, views with arguments; the general level of the student's training; mastering the culture of presentation).

The decision of the Examination Committee regarding the assessment of knowledge revealed during the preparation and defense of the Bachelor's thesis, as well as the awarding of the Bachelor's degree and the issuance of the educational document to it, is taken by the Examination Committee at a closed meeting by open voting by the majority of the members of the committee participating in the meeting. In the case of equal distribution of the number of votes, the chairman's vote is decisive.

Decisions adopted by the Examination Committee on the awarding of a Bachelor's degree in management and the issuance of a Bachelor's diploma based on the results of the final attestation of students are announced after the minutes of the Examination Committee's meetings are drawn up in accordance with the established procedure.

Bachelor's theses, which have particularly important practical solutions, proposals, can be recommended by the Examination Committee for publication, for speeches, reports at scientific-theoretical or scientific-practical conferences, seminars, etc.

## Recommended literature

### Main

1. Логістика : навч. посіб. для студентів галузі знань 0306 "Менеджмент і адміністрування" всіх форм навчання / К. В. Мельникова, Т. О. Колодізева, О. В. Авраменко та ін. / під заг. ред. О. М. Ястремської. – Харків : ХНЕУ ім. С. Кузнеця, 2015. – 307 с. ; [Електронний ресурс]. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/12240>.

2. Колодізева Т. О. Управління ланцюгами поставок : навчальний посібник / Т. О. Колодізева. – Харків : ХНЕУ ім. С. Кузнеця, 2016. – 164 с. ; [Електронний ресурс]. – Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/14815>.

3. Supply Chain Management: A Logistics Perspective / John J. Coyle Jr., C. J. Langley, R. A. Novack, B. J. Gibson. – Boston, MA, USA : Cengage Learning, 2016. – 639 p.

### Additional

4. Кодекс академічної доброчесності Харківського національного економічного університету імені Семена Кузнеця [Електронний ресурс]. – Режим доступу : <https://www.hneu.edu.ua/wp-content/uploads/2019/11/Kodeks-akademichnoyi-dobrochesnosti.pdf>.

5. Колодізева Т. О. Перспективи впровадження блокчейн-технології в транспортну логістику та управління ланцюгами поставок / Т. О. Колодізева // Бізнес Інформ. – 2023. – № 6. – С. 184–190 ; [Електронний ресурс]. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/30071>.

6. Наказ Міністерства освіти і науки України "Про затвердження Стандарту вищої освіти за спеціальністю 073 "Менеджмент" для першого (бакалаврського) рівня вищої освіти" [Електронний ресурс]. – Режим доступу : <https://mon.gov.ua/ua/npa/pro-zatverdzhennya-standartu-vishoyi-osvity-za-specialnistyu-073-menedzhment-dlya-pershogo-bakalavrskogo-rivnya-vishoyi-osvity>.

7. Положення про атестацію здобувачів вищої освіти Харківського національного економічного університету імені Семена Кузнеця [Електронний ресурс]. – Режим доступу : <https://www.hneu.edu.ua/wp-content/uploads/2023/09/Polozhennya-pro-atestatsiyu-zdobuvachiv-vyshhoyi-osvity-HNEU.pdf>.

8. Регламент перевірки на унікальність академічних текстів здобувачів вищої освіти та науково-педагогічних працівників ХНЕУ ім. С. Кузнеця навчально-методичним відділом [Електронний ресурс]. – Режим доступу : <https://www.hneu.edu.ua/wp-content/uploads/1/Reglament-perevirky-na-unikalnist-akademichnyh-tekstiv.pdf>.

9. Assessment of logistics service quality based on the application of fuzzy methods modeling / Т. Kolodzieva, E. Zhelezniakova, K. Melnykova et al. // Problems and Perspectives in Management. – 2022. – No. 20 (3). – P. 552–576 ; [Electronic resource]. – Access mode : <http://repository.hneu.edu.ua/handle/123456789/28191>.

### **Information resources**

10. Дипломна робота бакалавра, ОП Логістика / сайт ПНС ХНЕУ ім. Семена Кузнеця. – Режим доступу : <https://pns.hneu.edu.ua/course/view.php?id=7469>.

11. ELA, the European Logistics Association [Electronic resource]. – Access mode : <http://www.elalog.eu/>.

12. ULA Ukrainian Logistics Alliance [Electronic resource]. – Access mode : <http://ula-online.org/ua/>.

# Appendices

Appendix A

## A sample design of the title page of a thesis

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**ФАКУЛЬТЕТ МЕНЕДЖМЕНТУ І МАРКЕТИНГУ**

**КАФЕДРА МЕНЕДЖМЕНТУ, ЛОГІСТИКИ ТА ІННОВАЦІЙ**

Рівень вищої освіти	Перший (бакалаврський)
Спеціальність	Менеджмент
Освітня програма	Логістика
Група	6.03.073.030.19.1

## **ДИПЛОМНА РОБОТА**

на тему: "Інформаційне забезпечення логістичних процесів  
на підприємстві"

Виконав: студент Владислав ВІНОГРАДОВ

Керівник: канд. екон. наук, доц. Тетяна КОЛОДІЗЄВА

Рецензент: директор ТОВ "ТЕХНІЧНІ СПРЕЇ" О. О. Даржання

Харків – 2023 рік

## A sample of a presentation to the head of the examination commission

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

**ПОДАННЯ  
ГОЛОВІ ЕКЗАМЕНАЦІЙНОЇ КОМІСІЇ  
ЩОДО ЗАХИСТУ ДИПЛОМНОЇ РОБОТИ**

Направляється студент першого (бакалаврського) рівня вищої освіти ВІНОГРАДОВ Владислав до захисту дипломної роботи за спеціальністю 073 "Менеджмент" освітньої програми "Логістика" на тему: Інформаційне забезпечення логістичних процесів на підприємстві.

Тема та керівник дипломної роботи затверджені наказом ректора від "01" лютого 2023 року № 107-С.

Декан факультету: Володимир ВОВК

**Довідка про успішність та відповідність вимогам ДСТУ**

ВІНОГРАДОВ Владислав за період навчання на факультеті Менеджменту і маркетингу з 2019 року до 2023 року повністю виконав навчальний план за освітньою програмою з таким розподілом оцінок за: національною шкалою: відмінно %, добре %, задовільно %.

Секретар факультету: Інна КОЗЛОВА

Нормоконтроль: Ганна ВЕРЕТЕННИКОВА

**Висновок керівника дипломної роботи**

Студент ВІНОГРАДОВ Владислав виконав дипломну роботу у повному обсязі та у задані терміни. Зміст роботи в цілому відповідає обраній темі, розроблені заходи обґрунтовано. Стиль та мова викладення дипломної роботи відповідають вимогам, що ставляться до робіт такого рівня. При написанні роботи було використано науково-методичні та нормативні джерела за темою дослідження управлінську та статистичну звітність підприємства. Робота виконана з використанням інформаційних технологій. Дипломна робота рекомендується до захисту в ЕК.

Керівник роботи: Тетяна КОЛОДІЗЄВА

**Висновок кафедри про дипломну роботу**

Дипломна робота розглянута на засіданні кафедри менеджменту, логістики та інновацій, протокол № 18 від "03" червня 2023 р. Студент ВІНОГРАДОВ Владислав допускається до захисту даної роботи в екзаменаційній комісії.

Завідувач кафедри:

Диплом підписано КЕП

Ястремська Олена Миколаївна

Серійний номер сертифікату Ястремської О. М.

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## The structure of the thesis abstract

### ABSTRACT

The thesis consists of XX pages; XX tables; XX drawings; XX sources of literature, placed on X pages; X appendices.

The goal of the work.....

The object of research is the process..... The subject of research is.....

Section 1 of the diploma thesis examines .....

In section 2, a comprehensive analysis of the activity of ..... was carried out.

In section 3.....

Keywords: (at least 5).

The year of completion of the thesis: 2024.

The year of defense: 2024.

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НАВЧАЛЬНЕ ВИДАННЯ

**Методичні рекомендації  
до написання дипломної роботи  
для здобувачів вищої освіти  
спеціальності 073 "Менеджмент"  
освітньої програми "Логістика"  
першого (бакалаврського) рівня  
(англ. мовою)**

*Самостійне електронне текстове мережеве видання*

Укладачі: **Колодізева** Тетяна Олександрівна  
**Мельникова** Катерина Валеріївна

Відповідальний за видання *О. М. Ястремська*

Редактор *З. В. Зобова*

Коректор *З. В. Зобова*

Надано методичні рекомендації щодо структури, змісту основних розділів, організації підготовки й написання, правил оформлення та захисту дипломної роботи.

Рекомендовано для здобувачів вищої освіти першого (бакалаврського) рівня спеціальності 073 "Менеджмент" освітньої програми "Логістика".

План 2024. Поз. № 147 ЕВ. Обсяг 41 с.

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Видавець і виготовлювач – ХНЕУ ім. С. Кузнеця, 61166, м. Харків, просп. Науки, 9-А

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*Свідоцтво про внесення суб'єкта видавничої справи до Державного реєстру  
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