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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education
"MOSCOW POLYTECHNIC UNIVERSITY

Faculty of Economics and Management,
Department of Management

METHODOLOGICAL INSTRUCTIONS FOR THE COURSE WORK

in the discipline

"Strategic Management."

Direction of training

38.03.02 - "Management"

Profile: "Business Process Management"

Graduate qualification (degree)

Bachelor's degree

Form of training

Full-time, part-time

Moscow 2024

1. General methodological guidelines for the implementation of the course work

The purpose of the term paper is to consolidate students' theoretical knowledge obtained during the study of the discipline "Strategic Management", and the formation of skills to use them in the activities of a particular organization (enterprise), the ability to select, analyze and summarize materials that reveal the relationship between the theory and practice of development of a particular organization.

Coursework in the discipline "Strategic Management" is performed on one of the proposed topics, the choice of which is determined by the specifics of the student's professional activity and (or) his ability to obtain factual material on strategic management in a particular area of production of goods and services. In some cases, if the available material does not correspond to any of the proposed topics, the student can formulate the topic of the term paper independently. However, in both cases, the topic of the term paper and an approximate plan for its writing must be agreed with the teacher.

When searching for data for writing a term paper, it is recommended to use data collected during internships or use data from companies that are obliged to disclose their accounts in the public domain (e.g. annual and quarterly reports of Public Joint Stock Companies).

The structure of the term paper includes a title page, introduction, main part (2-3 chapters, each of which is divided into 2-3 paragraphs), conclusion, list of references and appendices (if necessary).

The *introduction* justifies the choice of the topic, indicates its relevance and practical significance, the goals and objectives of the study, as well as the time period of the study of the problem. In addition, in the introduction it is necessary to formulate the theoretical and methodological basis of the course work. The volume of the introduction - no more than three pages.

The first chapter is theoretical in nature. In this chapter it is necessary to show what theoretical approaches to the problem under consideration exist and which of them, in the student's opinion, are the most appropriate for the analysis of the organization under study. In addition, it is necessary to consider the works of domestic and foreign authors on the theory and practice of the problems analyzed in the course work and possible directions of their solution, give their assessment and justify their own position. The chapter is a theoretical justification of generalizations and proposals on the main issue of the topic, made on the basis of the analysis of practical activities of the organization. The text should contain references to the sources used.

The second chapter is analytical in nature. At the beginning it is necessary to give a characteristic of the organization (enterprise), on the materials of which the study is conducted, and show the state of the subject of the study. Then in a brief form it is necessary to indicate the name, form of ownership and activities of the organization; give a description of the products (works, services provided, functions performed); provide schemes of production and organizational structure; describe the types of production, mode and regulations of work; provide tables of basic technical and economic indicators and other necessary information.

In the *third chapter, the* student should develop proposals to improve the strategic development of the organization and improve the technical and economic performance of its activities. It is necessary to specify the methods and ways of implementation of the proposed activities, as well as the effect that can be obtained. Proposals and recommendations should be specific (what, where and when to do, who should implement the proposed activities, what economic effect will be obtained).

The *conclusion* consistently and briefly outlines the conclusions and proposals that follow from the content of the term paper and are of a generalizing nature. It should be clear from the conclusion that the purpose and objectives of the term paper is fully accomplished. The conclusion concludes with an assessment of the prospects of the studied problem as a whole. The volume of the conclusion - 2-3 pages.

The list of used literature (at least 20 titles) is drawn up in accordance with generally accepted standards. The list includes only those sources that were used in the preparation of the course work and referenced in the main part of the work. Literature sources include monographs, periodicals, normative materials, textbooks and training manuals, as well as materials of company reports, which are in the public domain.

Appendices contain auxiliary material explaining certain provisions of the course work (calculation methods, instructions, tables, fragments of regulatory documents, etc.). This material is included in the annexes in order to reduce the volume of the main part of the term paper, its pages are not included in the total volume of the work. The connection of annexes with the text is carried out by means of references (for example: *see Appendix 1*).

The volume of the term paper - 30-40 pages of typewritten text. Chapters of the term paper should be logically linked to each other. The material should be distributed proportionally between chapters and paragraphs. Particular attention should be paid to the language and style of writing a term paper, which indicate the general level of training and professional culture of the future specialist. The work should be illustrated with calculations, graphs, analytical tables and schemes.

When preparing a term paper is excluded verbatim borrowing of text from literary sources, when quoting it is necessary to indicate the source. Term papers borrowed from the Internet are not allowed for defense.

2. List of sample topics for a term paper.

The topic of the term paper can be selected from the list below. In case the student has interesting material for research or interest in any other topic in the discipline of "Strategic Management", the choice of topic and content of the term paper is carried out in consultation with the
by a supervisor.

Theme 1: Strategic management of the organization in market conditions

Topic 2: Analysis of the competitive position of the enterprise (on the materials of...) Topic 3: Evaluation of the internal potential of the enterprise (on the materials of...) Topic 4: Evaluation of the external market environment of the enterprise (on the materials of...).

Topic 5. Human resources strategies и personnel personnel policy enterprises (on the materials of...)

Topic 6. Formation competitive advantages advantages enterprise (on the materials of...)

Topic 7: Strategic planning at the enterprise (on the materials of...)

Topic 8: Managing strategic changes in the organization (on the materials of...)

Topic 9: Strategic analysis of the company's business portfolio with the help of BCG analysis (on the materials of...)

Topic 10. Strategy of innovation and technological development of the organization Topic 11. Formation of business development strategy

Topic 12. Strategy management strategy foreign economic organization's foreign economic activity

Topic 13. Formation marketing strategy enterprise (on the materials of...)

Topic 14. Evaluationstrategy diversified company (on the materials of...)

Topic 15. Development of anti-crisis management strategy of the organization

Topic 16. Development of pricing strategy of the company (on materials. ....)

Topic 17. Strategy of development of small business enterprises.

Topic 18. Organizational structure as an object of strategic management (on the materials of. .)

Topic 19. Information information support strategic organizational development

Topic 20. Development of the firm's economic strategy

3. Content of coursework

Theme 1: Strategic management of the organization in market conditions

In the first chapter reveal the concept and essence of strategic management, highlight the concept of strategy, give a classification of strategies in the theory of strategic management. Justify the relationship between the concepts of strategic and operational management of the organization, indicate the advantages of the strategic approach to management and the difficulties in the application of the strategic approach to organizational management.

In the second chapter give the characteristics of the organization, paying special attention to the dynamics of its development. Conduct SWOT analysis of the object of research, identify the problems of development of the organization, its competitive position in the market.

In the third chapter formulate proposals and recommendations to solve the problems identified in the first chapter and analyzed in the second. Justify the need to create a strategic management system in the organization, specify the mechanism of strategy development and implementation. Pay attention to the need to assess the resources and potential of the organization for successful implementation of the strategy.

Topic 2: Analyzing the competitive position of the enterprise (on the materials of...)

In the first chapter reveal the methods of environmental research and forecasting changes, the mechanism of analyzing the industry and competition in it. Show the importance of matrix methods for analyzing macro" and microenvironment (M. Porter's models, Boston Consulting Group, McKinsey matrices). Describe the key factors of success in competition and indicate their main types.

In the second chapter, perform a strategic analysis of the selected organization, including a strategic analysis of its potential, if available, perform a cost analysis, value chain analysis, using appropriate methods. Conduct a quantitative analysis of the internal and external environment, assess the strengths and weaknesses of the organization with a

taking into account external opportunities and threats

In Chapter 3, make recommendations on possible ways to improve the current competitive position. Based on the analysis in Chapter 2, propose and justify a new strategy that will either improve the company's competitive position or, in the case of its leading position in the market, continue to maintain its position among the leaders.

Topic 3: Assessment of the internal potential of the enterprise (on the materials of...)

In the first chapter reveal the concept of the organization's potential as the main factor of competitiveness. Describe how the potential of an organization can affect its competitiveness

In the second chapter, analyze the main resources of the organization that make up its potential: technical, personnel, information, financial and time. Identify the problems of effective resource utilization.

In Chapter Three, develop recommendations for assessing and utilizing the company's potential.

Topic 4: Evaluation of the external market environment of the enterprise (on the materials of...)

In the first chapter, describe the known methods of strategic analysis of external environment factors, describe the role of PEST and M. Porter's 5 forces model in the analysis of the external environment of the organization.

In the second chapter, analyze the external environment of the research object using PEST analysis and M. Porter's model. When performing PEST analysis, limit the event horizon to 5 years. Evaluate the degree of influence of the selected factors of the external environment on the organization. When analyzing with the help of M. Porter's 5 forces model, pay increased attention to the analysis of competitors.

In the third chapter, provide comprehensive recommendations for neutralizing the most dangerous problems identified among the factors of the near environment. In case there is information about serious changes among the factors of distant environment, propose a set of

Recommendations for shaping the organization's new strategic choices.

Topic 5: Personnel strategies and personnel policy of the enterprise (on the materials of...)

In the first chapter it is necessary to show the key role of training and work of highly qualified personnel in the implementation of the organization's strategy. To highlight the necessity of forming a strong team as a guarantee of success of the organization's activity.

In the second chapter, when analyzing the internal potential of the organization, the main focus should be on the human resources component. Determine the degree of centralization of authority and the need for delegation, if any. To study the existing mechanisms of training in the organization and ways to form a personnel reserve. Determine the degree of independence in decision-making of the organization's units. To show how the correct placement of personnel affects the effectiveness of the implementation of the chosen strategy.

In the third chapter, formulate comprehensive recommendations that determine which groups of problems in the organization should be solved centrally and which should be decentralized. Develop recommendations for solving the problems identified in Chapter 2.

Topic 6: Formation of competitive advantages of the enterprise (on the materials of...)

In the first chapter to conduct a description of 5 basic competitive strategies their distinctive features and peculiarities of their application.

In the second chapter, when analyzing the internal potential of the company, priority attention should be given to the revision of the value chain of the organization under study and SWOT analysis. Evaluate the possibility and feasibility of using each of the 5 basic competitive strategies for the research object.

In chapter three, based on the identified strengths and weaknesses, develop recommendations for selecting and implementing one of the 5 basic strategies.

Topic 7: Strategic planning at the enterprise (on the materials of...)

In the first chapter describe the main components of the system of intra-company planning of the organization. Describe the essence of methods and functions of strategic planning. Describe the role of marketing research in the development of strategic plans of the organization.

In the second chapter, reveal the logic of developing a plan of the organization through its main elements: determination of goals, analysis of the initial state, determination of the volume and structure of needs and their coordination, formation of strategy, highlighting the problems of strategic planning in the organization.

In the third chapter, give reasonable proposals for the formation of the strategic plan of the organization, including the overall strategy of the organization and functional supporting strategies, action plan for creating competitive advantages, provide a list of programs and projects necessary for the implementation of the plan. Show the role of management in the organization of strategic planning. Formulate recommendations for improving the strategic planning process.

Topic 8: Managing strategic changes in the organization (on the materials of...)

In the first chapter, the essence and content of strategic changes in the organization, levels, stages and methods of their implementation are disclosed.

In the second chapter, after performing an analysis of the organization's internal variables, the current strategic position of the organization is characterized. Defining the current stage of the organization's life cycle.

The third chapter develops the stages of organizational changes, substantiates their necessity and economic feasibility.

Topic 9: Strategic analysis of the company's business portfolio with the help of BCG analysis (on the materials of...)

In the first chapter, in addition to disclosing the content of the BCG analysis, disclose the content of the other matrix methods of analyzing the company's product portfolio. Describe their advantages and disadvantages.

In the second chapter, analyze the data of quarterly and annual reports for several years, make a conclusion about the balance of the portfolio of the object of research. Analyze the company's portfolio using the BCG matrix. Based on the obtained data, choose the most optimal in your opinion further strategy of the company's portfolio development.

In the third chapter, on the basis of the obtained data, formulate a set of recommendations for further management of the company's portfolio development.

Topic 10. Strategy of innovation and technological development of the organization In the first chapter, disclose the essence of innovation and technological development of the organization.

organization development and progressive knowledge-intensive technology. Show the role of technological preparation of production in innovative development and the importance of technological discipline and technological literacy of personnel in ensuring product quality. Formulate the goals and objectives of technological development, show the directions of innovative development.

In the second chapter, characterize the state of technological

Analyze the organization's potential and analyze the organization of accounting, analysis and forecasting of its technological development. Identify the main problems of updating and developing the technological potential of the organization.

In the third chapter give reasonable proposals for the elaboration (improvement) of the strategy of innovative development of the organization. Pay attention to the development and implementation of social, legal, economic and organizational mechanisms of technological development, the use of information systems and the formation of a strategic management system of innovative development, measures to stimulate the creation of competitive technologies.

Topic 11. Formation of business development strategy

The first chapter describes the ways of forming the mission and strategic vision of the organization. The mechanism of setting strategic goals of the company, peculiarities of choosing the direction of the company's development are disclosed.

In the second chapter, after analyzing the factors of the external environment and the company's portfolio, the company searches for competitive opportunities for development. Based on the identified opportunities, the selection of strategic alternatives for the development of the company is carried out

In the third chapter on the basis of analytical data obtained in the previous chapter the final choice of development strategy is made and a set of measures to be taken within its realization is formulated.

Topic 12. Management strategy of foreign economic activity of the organization In the first chapter outline the problems of Russia's integration into the system of world economic relations, trade and scientific and technical relations of Russian organizations and foreign partners. Disclose the issues of analyzing foreign markets of goods, technologies and services. Point out the need for economic justification and strategic approach to the development of foreign economic activity.

In the second chapter, characterize and analyze the activities of a particular organization, its competitiveness and market position. Characterize the work of the organization to enter the foreign market. Specify the subject of foreign economic activity. Consider the organization of management of foreign economic activity. Highlight the problems of strategic development of foreign economic activity of the organization.

In the third chapter, give reasonable suggestions for strategic management of foreign economic activity, paying attention to the choice of a foreign partner, the development of the economic situation, and the strategy of entering international markets.

Topic 13. Formation of the marketing strategy of the enterprise (on the materials of...)

The first chapter reveals theoretical aspects of the formation of marketing strategy of the organization, its essence and importance, the process of formation, and factors affecting it.

The second chapter defines marketing objectives and strategies, specifies the criteria of their effectiveness. The construction and justification of the marketing program of the enterprise is carried out.

The third chapter develops a plan of measures for individual elements of the marketing complex and determines the necessary resources for each element: product development, including research and organization of production; bringing the product to the consumer and after-sales service; production costs and price; promotion program. -

Topic 14. Evaluation of the strategy of a diversified company (on the materials of...)

The first chapter reveals the essence of diversification strategy, in which cases this strategy is justified. It describes the criteria of industry attractiveness, methods of assessing the competitiveness of the company and its divisions.

In the second chapter, in addition to the mandatory strategic analysis of the external environment, a portfolio analysis is conducted. After that, the competitiveness of the company, its products and its divisions is assessed. The main task is to identify "cash cows" and "leeches".

The third chapter provides an overall assessment of the company's performance. Priority directions of resource allocation are identified. The expediency of further diversification is investigated.

Topic 15. Developing an anti-crisis management strategy for an organization

The first chapter reveals the causes of insolvency and bankruptcy of the organization. The essence of crisis management and the role of strategic management in preventing crisis in the organization are explained.

In the second chapter the priority is given to the analysis of the organization's performance indicators of technical and economic nature. It analyzes: the property condition, the state of the management system. The reasons for the current or possible future crisis of the organization are identified.

The third chapter develops measures for financial recovery and/or actions to prevent a crisis in the future. As an option

- it is possible to develop a business plan for financial rehabilitation of the organization.

Topic 16. Development of the pricing strategy of the company (on the materials of...)

The first chapter describes the stages of developing the pricing strategy of the enterprise. Specify the peculiarities of pricing in organizations.

In the second chapter in the analysis of the external environment to pay special attention to the collection of information on: segment analysis of the market; pricing policy of competitors of the organization; assessment of the impact of government regulation on manufactured products (if any). In the analysis of the internal environment of the organization to clarify the financial objectives of the enterprise, to assess the costs of production and sales of products.

Chapter 3 finalizes the company's pricing strategy based on the analysis of Chapter 2.

Topic 17. Development strategy of small business enterprises

In the first chapter, describe the strategic approach to managing small business organizations, the importance of strategic decisions in management. Specify the peculiarities of small business organization. Justify the need for a clear relationship between operational and strategic decisions in small business organizations.

In the second chapter, give the main priority to PEST analysis of the external environment, M porter's 5 forces model, and the internal environment of the specific

small organization business. In Porter's 5 forces model, pay special attention to the analysis of competitors, suppliers and customers. When analyzing the internal environment, assess the organization's development potential. At the end of the chapter, identify opportunities for growth.

In Chapter Three, identify the strategic business areas of the organization and justify your chosen strategy for the company's development, taking into account the state of the industry.

Topic 18. Organizational structure as an object of strategic management (on the materials of...)

In the first chapter it is necessary to indicate the importance of aligning the organizational structure with the chosen strategy. Describe the strategic advantages and disadvantages of classic and modern organizational structures.

In the second chapter in the analysis of the internal environment of the enterprise, it is necessary to determine the degree of compliance of the current structure to the set tasks. Determine the sufficiency of independence of the level of authority of employees in the organization to perform their professional tasks. To assess the degree of work coordination between the services of the organization.

In the third chapter, depending on the result of the analysis, justify the necessary changes in the existing organizational structure of the enterprise.

Topic 19. Information support of strategic development of the organization.

In the first chapter, outline the importance of assessing external and internal environmental factors for strategy selection. Describe ways of obtaining information about the external environment (including "field research" methods, benchmarking, etc.). Describe the evolution of management information support systems.

In the second chapter analyze the information system of the organization. Specify what information is used for decision-making, methods of its obtaining. Make a diagram of organizational flows within the organization

describe the decision-making process within the organization under study. Evaluate the organization's existing information system.

In the third chapter formulate recommendations for improving the information system of strategic management of the organization. Give recommendations on sources of information, ensuring its reliability and organization of strategic development monitoring.

Topic 20. Development of the firm's economic strategy

In the first chapter, describe the main ways of forming the economic strategy of the firm. Describe the known types of strategies and their characteristics. Describe the essence of corporate strategy, business strategy, functional and operational strategies. Characterize the factors that influence the formation of strategy. Show how the process of strategy formation is managed.

In the second chapter, on the basis of the analysis of the external environment and internal potential of the organization, assess the effectiveness of the strategies applied in the organization, give their characteristics, identify the main problems of strategic development of the firm. In the third chapter, outline the ways to solve the identified problems, substantiate the proposals (if possible, based on calculations) for the formation of the strategic development of the firm of the firm's economic strategy.

4. Examples of coursework plans

Theme 1: Strategic management of the organization in market conditions

Introduction

Chapter 1: The essence of strategic management of an organization

1.1. Essence, functions and tasks of strategic management of an organization

1.2. Classification of strategies in the theory of strategic management

Chapter 2. Analytical foundations of organizational strategy development

2.1. General characteristics of the organization, analysis of external environment factors

2.2. Management survey of the organization's strengths and weaknesses

2.3. Analysis of opportunities and threats to the organization's activities

Chapter 3: Exploring the possibilities for developing and implementing organizational strategy

3.1. Establishment of a strategic management system

3.2. Development and implementation of marketing strategy

3.3. Assessment of management capabilities and capacity to implement the strategy

Conclusion

List of sources used

Topic 18. Developing an anti-crisis management strategy for an organization

Introduction

Chapter 1: Necessity and content of the organization's crisis management strategy

1.1. Causes occurrence insolvency и organizational insolvency

1.2. Essence and main features of crisis management

1.3. Strategy and tactics of crisis management of the organization

Chapter 2. Analytical basis of crisis management of the organization

2.1. Brief analysis of external environment factors

2.2. Organizational and economic characteristics of the organization

2.3. Valuation of the organization's property

2.3 Analysis of the organization's labor potential

Chapter 3: Developing and Implementing an Organization's Anti-Crisis Strategy

3.1. Drawing up a business plan for financial rehabilitation of the organization

3.2. Development of the program of actions of the organization's management on anti-crisis management

Conclusion

List of used literature Appendices

5. Requirements for the design of term papers

The volume of the course work is 30-40 pages of typewritten standard text. Formatting of the diploma project should comply with GOST 7.32-2001 and GOST 2.105-95.

Pages of the text of the diploma project, illustrations and tables included in the course project should correspond to the format A4 according to GOST 9327.

The coursework should be done by any printing method on one side of a sheet of white A4 paper at one and a half intervals. The font color should be black, the height of letters, numbers and other characters - not less than 1.8 mm (font size 12-14). The text of the final work should be typed, observing the following margins: right - 10 mm, top - 20 mm, left and bottom - 20 mm.

It is allowed to use computer capabilities to emphasize certain terms, formulas, theorems, using different fonts.

The main body of the paper should be divided into sections, subsections and paragraphs. Paragraphs, if necessary, may be divided into subparagraphs. When dividing the text of the work into paragraphs and subparagraphs, it is necessary that each paragraph contains complete information.

Sections, subsections, paragraphs and subparagraphs should be numbered with Arabic numerals and written with a paragraph indent.

The sections of the term paper include the content, introduction, chapters, conclusion, list of sources used, appendices.

The subsection or paragraph number shall include the section number and the serial number of the subsection or paragraph, separated by a period.

For example,

Chapter 1 Analyzing the Automotive Market in Moscow

1.1 Peculiarities of the Russian automotive market

1.2 Analysis of the main participants of the automotive market

Chapter 2 Situational Analysis of Autocenter + LLC

2.1 Description of the internal environment of the car dealership

If the document has subsections, paragraph numbering should be within the subsection and the paragraph number should consist of the section, subsection and paragraph numbers separated by dots, e.g.:

Chapter 3 Project of improving the personnel management system of LLC "Autocenter+"

3.1 Identification of the main problems of the existing strategic planning system

3.1.1 Title 1 of the first paragraph of the first subsection of the third section

3.1.2 Title 2 of the first paragraph of the first subsection of the third section

After the number of section, subsection, paragraph and subparagraph in the text do not put a period.

Sections, subsections should have headings. Paragraphs, as a rule, do not have headings. Headings should clearly and concisely reflect the content of sections, subsections. Headings of sections, subsections and paragraphs should be typed from a paragraph indent with a capital letter without a period at the end, without underlining. If the heading consists of two sentences, they should be separated by a period.

Enumerations may be given within paragraphs or subparagraphs.

Each enumeration should be preceded by a hyphen or, if it is necessary to refer in the text of the document to one of the enumerations, by a lowercase letter (except for e, h, o, d, g, y, i, s, y) followed by a parenthesis. For further detailing of enumerations, Arabic numerals followed by a parenthesis should be used, and the entry should be indented as shown in the example.

Example

а) _____

б) _____

1) _____

2) _____

в) _____

Each paragraph, subparagraph and enumeration should be written with a paragraph indent.

The pages of the work should be numbered with Arabic numerals, observing the consecutive numbering throughout the text of the work. The page number is placed in the center of the lower part of the sheet without a dot. The content of the final work is the third page of the work.

The number of illustrations should be sufficient to explain the text presented. Illustrations (drawings, graphs, schemes, computer printouts, diagrams, photographs) should be placed in the final work immediately after the text in which they are mentioned for the first time, or on the next page. Illustrations may be computer- generated, including color illustrations. All illustrations should be referenced in the project.

It is allowed to make drawings, graphs, diagrams, schemes by means of computer printing. Photographs smaller than A4 size should be pasted on standard sheets of white paper.

Illustrations, with the exception of the annexes, should be numbered with Arabic numerals and numbered through. All illustrations are called Figure and numbered.

If there is only one figure, it is labeled "Figure 1". The word "figure" and its name should be placed in the middle of the line. It is allowed to number illustrations within a section. In this case, the number of the illustration consists of the number of the section and the serial number of the illustration, separated by a dot. For example, Figure 1.1.

Illustrations, if necessary, may be titled. Word
"Figure" and title shall be placed after the illustration and centered as follows:

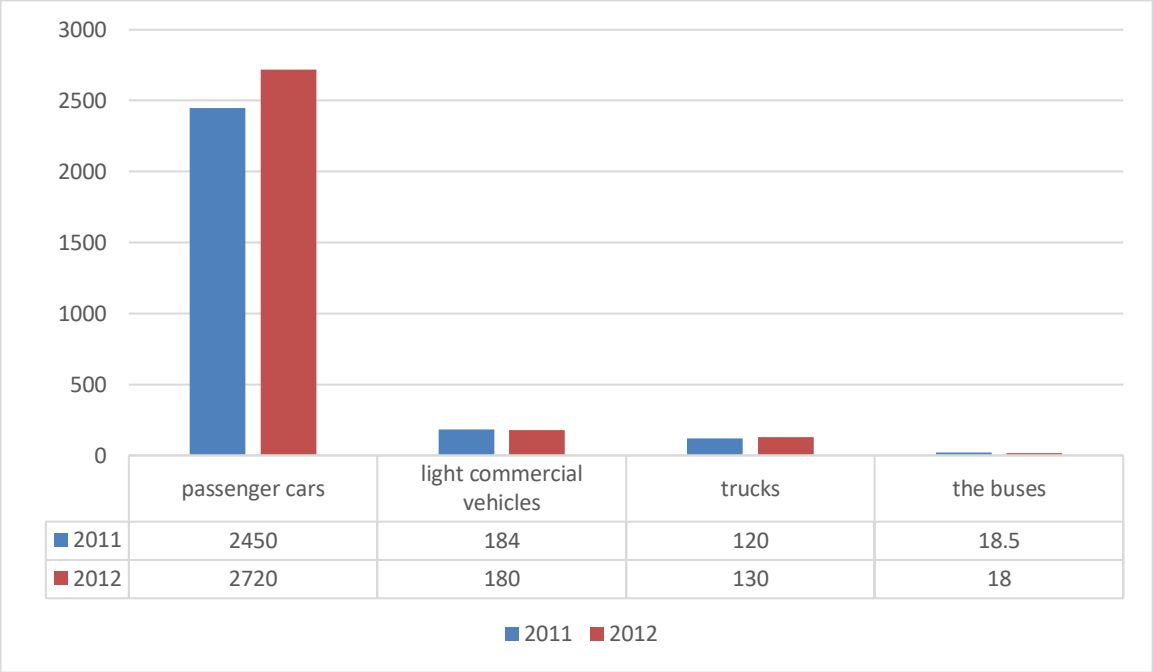


Figure 1 - Forecast of the Russian automobile market development (according to the data of the analytical agency AUTOSTAT)

Illustrations of each annex shall be identified by a separate numbering in Arabic numerals with the addition of the annex designation before the number. For example, Figure A.Z. When referring to illustrations should be written ".... in accordance with Figure 2" in the case of consecutive numbering and "...". in accordance with Figure 1.2" when numbering within a section. Abbreviations of the word figure when referring in the text are inadmissible.

Tables are used for better visibility and ease of comparison of indicators. The title of the table, if any, should reflect its content, be accurate and concise. The title of the table should be placed above the table on the left, without a paragraph indent in one line with its number through a dash. When transferring a part of the table, the title should be placed only above the first part of the table, the lower horizontal line limiting the table should not be drawn. Table should be placed in the final work immediately after the text in which it is mentioned for the first time, or on the next page. All tables should be referenced in the final paper. When referencing, the word "table" should be written with its number, without the number sign (No.).

A table with a large number of rows is allowed to be moved to another

sheet (page). When transferring a part of the table to another sheet, the word "Table continuation" is written above other parts on the right and the number of the table is indicated, for example: "Continuation of Table 1". When transferring a table to another sheet (page), the title shall be placed only above its first part. If the rows or columns of the table go beyond the page format, it is divided into parts, placing one part under the other or next to it, and in each part of the table repeat its head and sidebar. When dividing the table into parts, its head or sidebar may be replaced by the number of columns and rows, respectively. In this case, the columns and (or) rows of the first part of the table shall be numbered with Arabic numerals.

If the text repeating in different rows of the table column consists of one word, it is allowed to replace it with quotation marks after the first writing; if it consists of two or more words, then at the first repetition it is replaced with the words "Same", and then with quotation marks. It is not allowed to put quotation marks instead of repeating figures, marks, signs, mathematical and chemical symbols. If numerical or other data in any line of the table are not given, then it is dashed.

An example of table layout is shown in Figure 1.

Tables, with the exception of tables of annexes, should be numbered with Arabic numerals and numbered through. It is allowed to number tables within a section. In this case, the table number consists of the section number and the table number separated by a dot.

Equations and formulas should be separated from the text on a separate line. At least one free line should be left above and below each formula or equation. If an equation does not fit on one line, it should be moved after the equal sign (=) or after the signs plus (+), minus (-), multiplication (x), division (:), or other mathematical signs, with the sign at the beginning of the next line repeated. When transposing a formula on a sign symbolizing a multiplication operation, apply the "X" sign.

Table 1 - Dynamics of Car Market Capacity in Russia for 2001-2007, in billions of rubles (in billions of rubles)

Head			Box headings	
				Subheadings
column for headings	Graphs (columns)	Graphs (columns)	Graphs (columns)	Graphs (columns)

Explanation of the values of symbols and numerical coefficients should be given directly below the formula in the same sequence in which they are given in the formula. Formulas in the final work should be numbered in sequence throughout the work in Arabic numerals in parentheses in the rightmost position on the line.

Example

A=a:b, (1)

B=c:e. (2)

One formula is denoted by - (1).

Formulas placed in annexes should be numbered separately in Arabic numerals within each annex with the annex designation added before each number, e.g. formula (B.I). References in the text to formula numbers are given in brackets. Example -. in formula (1). The **list of used sources is** drawn up in accordance with GOST 7.1-84. There are several ways of organizing lists of used sources.

A list of used sources organized thematically. It is used when it is necessary to reflect a large number of bibliographic descriptions. This structure allows for a quick reference to publications on a common topic. In alphabetical or chronological arrangement, it is necessary to familiarize with the full list.

The arrangement of descriptions in such a list can be by chapter topic of works, with a separate heading for general works and by the headings of that

or other section thematic classification of literature, which corresponds to the general topic of the diploma project.

In a subject bibliographic list, the arrangement of descriptions within headings may be:

a) Alphabetical order of authors' surnames or first words of titles (when described under the title);

b) by the nature of the content (from general to specific sources);

c) by type of publication and alphabetical order of authors' surnames or first words of titles. The form of connection of the description with the main text is made by the numbers of entries in the list.

The list of used sources by types of publications is used to systematize thematically homogeneous literature.

When compiling such lists, the following groups of publications are usually distinguished: official state, normative-instructive, reference, etc. Their order and composition are determined by the purpose of the list and the content of its entries.

The principle of arrangement of descriptions within the headings here is the same as in the list built according to the thematic principle, and the form of connection of descriptions with the main text - according to their numbers in the list.

The list of used sources, built by the nature of the content of the sources described in it is used in works with a small amount of literature used. The order of arrangement of the main groups of records is as follows: first, the general or fundamental works are placed inside according to one of the principles (from simple to complex, from classical to modern, from modern to historically important, from domestic to foreign, etc.), then sources of a more private, specific nature, located as components of the general topic of the work or on its more specific issues.

List of used sources in the order of appearance of references to sources in the text of the diploma project.

The following are examples of the list of sources used for various types of works of print:

– State standards and collections of documents. For example: Bibliographic description of the document. General requirements and rules of compilation: GOST 7.1.84 - Introduced 01.01.00. - M., 2000. - 75 c. - (System of standards for information, bibliographic and publishing business). Collections of standard labor protection instructions for workers in the automotive industry. - Moscow: Industry, 2000. - 471 c.

– Books by one, two, three or more authors. For example: Ruzavin G.I. Scientific Theory: Logical and Methodological Analysis. - Moscow, Mysl, 2000. - 237 c. Goss B.C., Semenyuk E.P., Ursul A.D. Categories of Modern Science: Becoming and Development. - Moscow: Mysl, 2001. - 268 c. Planning, Organization and Management of Transport Construction A.M. Koroteev, T.A. Belyaev, et al, ed. by A.M. Koroteev. - Moscow: Transport, 1989. - 286 c.

– A collection with a collective author. For example: Universities in the Third Millennium: Collection of scientific works of the Scientific Research Institute of Higher Education. Research Institute of Higher Education. Ed. N.N. Nechaev. - M.: NIVO, 1999. - 156 c.

– Materials of conferences, conventions. For example: Problems of the automotive industry: theses of reports of the scientific conference - Moscow: NAMI, 2000. - 156 c.

– Article from the newspaper and magazine. For example: Egorova - Gantman E., Mintusov I. Portrait of a business man Problems of theory and practice of management. -1992. - № 6.

- c. 14-15.

The list of used sources is numbered in Arabic numerals without a period and typed with a paragraph indent.

The appendix is prepared as a continuation of the work on the following pages or as an independent section of the work.

All appendices should be referenced in the text of the work. Appendices are arranged in the order of references to them in the text of the work. Each appendix should start on a new page with the word at the top in the middle of the page.

The appendix should have a title, which is written symmetrically relative to the text with a capital letter on a separate line.

Appendices are indicated by capital letters of the Russian alphabet starting with A, except for the letters Yo, 3, I, O, O, Ch, B, Y, K. The word "Annex" is followed by a letter indicating its sequence.

Annexes may be labeled with the letters of the Latin alphabet, except for the letters I and O.

In case of full use of letters of the Russian and Latin alphabets it is allowed to designate annexes by Arabic numerals.

If there is only one appendix in a graduate thesis, it is labeled "Appendix A".

Rules of bibliographic references.

A bibliographic reference is a set of bibliographic information on the cited, discussed, or referred to in the text of the graduate thesis other document (its component part or group of documents) necessary for its general characterization, identification, and retrieval.

In-text citations are used when a significant part of the reference has been incorporated into the main text of the work so organically that it is impossible to remove it from the text without replacing it with another text. In this case, only the output data and the number of the page on which the quoted place is printed, or only the output data (if the page number is indicated in the text), or only the page number (if the reference is repeated) are indicated in brackets. A shortened version of references is also possible, in which case the number of the literary source indicated in the list of sources used is taken in square brackets. When referring to the page of the source in the main text, the latter is also enclosed in square brackets. For example: [24, P.44], which means: 24 source, page 44.

Subline references to sources are used in the text of graduate work when references are needed in the course of reading, and inside the text it is impossible or undesirable to place them in order not to complicate the reading and not to complicate the search for reference.

References to the applied computer technologies. If in the process of work on the work or in the preparation and design of the work were used any computer

technology, then this could be specified either directly in the text of the paper or in a special appendix. For example:

The Corel Draw graphics package was used in the preparation of the illustrative material;

The text was prepared in Microsoft ® Word text editor; Calculations were performed using Math Cad, Excel program.

6. List of recommended references

(a) Basic literature

1. Ansoff I. Strategic management: per. from Engl./ I. Ansoff.- SPb., Peter, 2021 - 344 pp.

2. Fomichev A.N. Strategic Management: Textbook for universities. - M. "Dashkov & K", 2019. - 468 c.

b) additional literature

1. Zub, A.T. Strategic management: a system approach / A.T. Zub, M.V. Loktionov. - M. : Genesis, 2021. - 848 c

2. Mintzberg G. Alstrand B. Lampel J. Strategic Safari: An Excursion into the Wilds of Strategic Management. Per. from Engl. - "Alpina Publisher", 2023. - 367 c.

3. Strategic management: textbook for specialty "Organization Management" (UMO) / V. N. Parakhina, L. S. Maksimenko, S. V. Panasenko. - 5th ed., rev. and ext. - M. : Knorus, 2021. - 496 c.

Appendix A (Sample cover page)

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Professional Education

"Moscow Polytechnic University"

Faculty of Economics and Management,

Department of Management

COURSEWORK

On the discipline "Strategic Management" On the topic: _____

Done by student(s) _____
course ____groups _____
_____forms of education _____

_____

_____
(full name, signature)

Supervisor: _____

_____
(full name, academic degree, title)

_____
(manager's signature)

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Moscow 2024