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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

GUIDELINES FOR IMPLEMENTATION TERM PAPER
by the discipline
"Organization Development Management"

Direction of training
38.03.02 – "Management"
Profile: "Business process management"

Qualification (degree) of the graduate
Bachelor

Form of training
Part - time

Moscow 2022

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1. The purpose and organization of the course work.

Sstudents in the process of studying the discipline "Organization Development Management" perform coursework in accordance with the curriculum of the training direction 38.03.02 "Management".

The purpose of the course work is to consolidate students' theoretical knowledge on the methodological foundations of development management, to form skills for building organizational management structures, analyzing and managing prospective activities of the organization.

In the course of the course work, the student must demonstrate the ability to work with educational and scientific economic literature, computer skills, apply scientific methodology in the management and analysis of the organization's activities, make reasoned conclusions and make recommendations for the development of the organization.

In the course work, it is necessary to describe the model of the organizational structure of the organization's management system, to describe in detail the purpose of each management subsystem; to characterize the enterprise development management system as a closed management system with negative feedback, to outline the content of the management object: to list the parameters by which its condition is assessed, to indicate the reasons causing deviations of parameters from the norm and ways of influencing the condition the control object.

Structurally, the course work consists of three parts – theoretical, analytical and practical. The theoretical part is devoted to methodological issues of managing the development of an organization, the analytical part is devoted to the practical development of the methodology for analyzing the activities of a particular organization, the practical part is devoted to the implementation of recommendations for the development of the organization.

The course work performed for the assessment of "good" or "excellent" may later be one of the components of the final qualifying work. The course work must be completed and submitted within the time limits set by the schedule of the educational process.

The execution of the course work involves:

– familiarization with the program of the discipline "Organization Development Management" and methodological recommendations for the implementation of the course work;

– selection of the topic of the course work and the task option for the practical part;

– elaboration of the relevant sections of the methodology of management of a small enterprise (organization), the study of recommended educational and specialized literature;

– preparation of a course work plan;

– coverage of the studied methodology and methods of management of a small enterprise (organization) in the theoretical part of the course work;

– implementation of the practical part of the course work using mastered scientific methods;

– collection of necessary statistical materials for the analytical and practical part of the course work;

– analysis of the collected materials using the mastered methods and computer technologies;

– analysis of the activities of the selected specific organization;

– formation of recommendations for the development of the selected specific organization;

– execution of the course work in accordance with the established requirements. The choice of the topic of the course work and the task option for the practical part is carried out on the basis of the table.

The subject of term papers in accordance with the options of tasks is given in paragraph 4.

The student has the right to independently choose a topic performed on specific statistical materials available to the student, as well as depending on the profile of his work, professional and scientific interests. The choice of the subject of the course papers of the student's choice is carried out in consultation with the teacher. It is also possible to complete course work on an individual topic proposed by the student himself. To approve the topic of the elective course work or an individual topic, the student must submit a statement to the department with a brief justification for choosing the topic. The application signed by the head of the department or his deputy is a permission to complete the course work.

Distribution of course work options.

The last two digits of the record book	Option	The last two digits of the record book	Option	The last two digits of the record book	Option	The last two digits of the record book	Option
01	1.	26.	22.	51.	12	76.	2
02	2.	27.	23.	52.	13	77.	3
03	3.	28.	24.	53.	14	78.	4
04	4.	29.	25.	54.	15	79.	**5**
05	5.	30.	26.	55.	16	80.	6
06	6.	31.	27.	56.	17	81.	7
07	7.	32.	28.	57.	18	82.	8
08	8.	33.	29.	58.	19	83.	9
09	9.	34.	30.	59.	20	84.	10
10	10.	35.	31.	60.	21	85.	11
11	11.	36.	32.	61.	22	86.	12
12	12.	37.	33.	62.	23	87.	13
13	13.	38.	34.	63.	24	88.	14
14	14.	39.	35.	64.	25	89.	15
15	15.	40.	1.	65.	26	90.	16
16	16.	41.	2	66.	27	91.	17
17	17.	42.	3	67.	28	92.	18
18	18.	43.	4	68.	29	93.	19
19	19.	44.	5	69.	30	94.	20

20	20.	45.	6	70.	31	95.	21
21	21.	46.	7	71.	32	96.	22
22	22.	47.	8	72.	33	97.	23
23	23.	48.	9	73.	34	98.	24
24	24.	49.	10	74.	35	99.	25
25	25.	50.	11	75.	1	00.	26

The teacher of the department, who is the head of the course work, approves the work plan and advises the student on its implementation. During the consultations, the student discusses and clarifies the content of the theoretical part of the work, and also submits the practical part for verification. For all questions related to the implementation of the course work, you should contact the head of the work.

The completed work is submitted to the department for review within the deadlines set by the academic schedule. The review period is no more than 5-7 days. The reviewer evaluates the quality of the work, the degree of independence of its execution, the level of literacy of the presentation of the material, notes the positive aspects and disadvantages of the work and determines whether it is allowed to be defended. The review of the course work is compiled in writing and evaluates the quality of the work performed in accordance with the Regulations on the point-rating system for assessing students' knowledge.

The reviewed work, which has received a positive assessment, is returned to the student to prepare for the defense. According to all the comments of the reviewer, the student must make the necessary corrections and additions before defending the course work. If the course work is not allowed to be defended, then it should be finalized in accordance with the comments of the supervisor. The reviewer has the right not to allow the work to be defended if it does not meet the requirements for the structure and content of the theoretical or practical parts, is not performed independently or contains data without reference to their sources. The student submits the repeated course work for review together with a review of the previous version of the work.

The defense of the course work consists in an oral report on the results of the work and answers to questions related to its content. In the process of defending the course work, the student's level of knowledge and the degree of his independence in performing the work are revealed. If necessary, the defense of the analytical part performed by the student is carried out in the computer room.

Students who have received an unsatisfactory grade on the defense are not allowed to take the exam. In this case, the student should make the necessary changes to the work and better prepare for repeated defense. In case of repeated unsatisfactory assessment, the student receives another topic of course work at the department to perform.

2. The structure of the course work.

When doing course work, it is necessary to adhere to the following structure:

– title page;
– table of contents;
– introduction;
– theoretical part;
– practical part;
– conclusion;
– list of references;
– applications.

The title page is the first page of the course work. A sample of the title page design is given in the Appendix. In the table of contents (volume – one page), the names of all sections of the work are given, indicating the pages from which these sections begin.

All sections of the course work, with the exception of the introduction, conclusion, list of references and appendices, should be numbered. Introduction, conclusion and references are not numbered. The names of the sections in the table of contents must exactly match their names in the text.

In the introduction (volume – 1-2 pages):
– substantiates the relevance of the topic;
– the purpose of the course work is indicated;
– tasks related to the entire course work are formulated.

2.1. Requirements for the structure and content of the theoretical part of the course work.

The theoretical part (volume – 10-12 pages) aims to deepen students' knowledge of individual sections of the scientific methodology of managing the development of the organization in accordance with the thematic focus of the work.

This section is theoretical in nature. It examines the works of domestic and foreign authors on the theory and practice of the problem (problem) analyzed in the course work and possible directions for their solution, provides an overview of regulations and literary sources, their assessment, justifies the student's own position.

The chapter serves as a theoretical justification for future generalizations and proposals on the main issue of the topic. The text should contain links to the sources used. This chapter should show what theoretical approaches are available to the problem under consideration, which of them, in the student's opinion, is the most acceptable for the organization under study.

In general, the theoretical part should be considered:
– the concept and essence of the studied phenomenon, process;
– a brief historical overview (evolution) of views on the problem under study, a comparative analysis of research in Russia and abroad;
– trends in the development of certain processes;
– managerial, social, organizational, political and technological factors that influence the solution of the problem.

The outline of this part should be drawn up by the student after studying the relevant literature and agreed with the supervisor of the work. It is advisable to divide the theoretical part of the course work into three paragraphs. The content and titles of the paragraphs can be determined by the student independently, depending on the specifics of the chosen topic and the availability of practical material.

Example of the structure of a theoretical section:

§ 1. Organizational management structures and features of their functioning.

§ 2. Theoretical and methodological foundations of the analysis of organizational management structures.

§ 3. The main ways of development of organizational management structures.

When presenting the material in sections 1-3, it is necessary to be guided by the following.

In section 1, the concept of organizational management structure should be briefly outlined; the main types and types of organizational structures depending on the form of ownership; features of the formation of a specific structure based on the goals of the organization, the subjects and objects of management of the organization; the functionality and tasks of management systems.

In section 2 , it is necessary:

1) provide the classification, procedure, methods and methodology for the study of the main indicators of the organization's activities;

2) give the classification, procedure, methods and methodology of the study of the management system and the organizational structure of the management of the organization;

3) state other issues directly related to the disclosure of the topic of the course work. At the end of the paragraph, the sources of statistical information should be indicated.

In section 3 it is advisable:

1) to consider the existing ways of development of management systems and organizational structures of enterprise (organization) management.

2) describe in detail the algorithm for forming an organization's development plan based on improving the management system and its organizational structure.

When presenting theoretical material, it is necessary to refer to the relevant pages of sources from the list of references.

It is necessary to cover only those issues that directly relate to the main content of the topic, without touching on the problems of other branches of knowledge.

2.2. Requirements for the implementation and design of the analytical part of the course work.

The analytical part of the course work (volume – 12-15 pages) is aimed at mastering the methodology and methodology of analyzing the activities of the organization and its main indicators by the example of a specifically selected enterprise (organization).

This part (if available) includes a description of the experimental research system, justification of research methods, analysis of experimental research results,

diagrams, graphical and mathematical methods of interpreting the data obtained, conclusions

It gives a description of a specific organization, based on the materials of which the study is conducted, and shows the state of the subject of the study. Here, in a brief form, the name of the enterprise and the form of ownership, the types of activities of the organization, the characteristics of the products (works performed, services rendered), the scheme of the organizational and production structure, types of production, mode and regulations of work; tables of the main economic indicators, other information on the topic are indicated.

Students should not limit themselves to stating facts, but identify problems and trends in the development of the object, reveal shortcomings and analyze the causes that caused them, and outline ways to eliminate them.

The analysis of the problem under study at a particular enterprise carried out in this part, taking into account the progressive domestic and foreign experience of strategic management, serves as a basis for developing proposals for the development of the characteristics of its activities.

It is recommended to divide the analytical part into 3§:

In § 1 it follows:

1) give a brief description of the selected organization (enterprise): name, location, date of creation, registration codes;

2) give a description of the main activities and key business processes in the selected organization (enterprise).

3) characterize the form of ownership of the selected organization (enterprise).

4) make up the organizational structure of the management of the selected organization (enterprise) with a description of the functionality of the main positions.

In section 2 , it is necessary:

1) give a description of the stage of the life cycle of the selected organization.

2) give a description of the financial and economic activities of the selected organization (enterprise) based on the data of its accounting statements.

3) conduct a brief analysis of the economic activity of the selected organization (enterprise) with conclusions about the potential of the organization's development.

In section 3 , it is necessary:

1) give a description of the competitive environment of the selected organization (enterprise).

2) to analyze the potential of the internal and external environment of the selected organization (enterprise).

3) conduct a situational analysis of the selected organization (enterprise).

4) identify problems in the existing management system of the selected small organization (enterprise) that does not allow it to develop.

5) Create a list of problems (3-5 problems) that hinder the development of the selected organization.

2.3. Requirements for the implementation and design of the practical part of the course work.

The practical part of the course work (volume – 5-7 pages) is aimed at mastering the methodology and methodology of developing measures to improve the management of a small enterprise (organization).

The practical part is recommended to be divided into 2§:

In section 1 it is necessary: to give a brief description of the possible ways of development of the selected organization (enterprise) that solve the problems existing in the organization. The choice of a specific direction of development should be justified.

In section 2, it is necessary: to form a program for the long-term development of the selected organization based on the selected strategy, including:

- to set goals and objectives of the development program;
- establish criteria for the effectiveness of achieving specific goals and implementing specific tasks;
- justify the costs of the allocated tasks;
- create a plan for controlling (benchmarking) the achievement of the selected goals.

Special attention should be paid to the conclusions and recommendations, which should be justified and confirm the independence of the students' course work.

3. Requirements for the design of the course work

When completing the course work, it is necessary to follow the following requirements.

1. The volume of the course work is 30-35 pages of typewritten text (excluding appendices) on standard A4 sheets typed on a computer using a text editor, a table processor or other software.

2. The pages should be numbered and designed according to the established requirements: font type – Times New Roman, font size – 14, line spacing – one and a half, paragraph indentation – 1.25 cm; margin sizes: upper and lower – 2 cm, left – 3, right – 1.5 cm.

3. Each structural part of the work should be started from a new page. No dots are placed at the end of the title of a section, chapter, paragraph.

4. Abbreviations of words and the use of abbreviations, with the exception of generally accepted ones, are not allowed in the work.

5. The statistical data, figures and facts presented in the work should be accompanied by references to relevant sources of information from the list of references.

6. Each table should have a thematic heading. All tables should have end-to-end numbering (separate for theoretical, practical and analytical parts).

7. The diagrams and graphs given in the work should also be numbered and have captions (numbering is continuous within the section).

8. The description of literary sources is carried out in accordance with the standard requirements given in the previous section.

9. When designing applications, each application should start with a new sheet with the word "Application" in the upper right corner and have a thematic title that is located in the center. Applications are numbered in Arabic numerals. The connection of the appendices with the main text is carried out through links in the text to the corresponding appendices.

10. On the last page of the course work, the student must put his signature and the date of its completion.

4. The subject of term papers in accordance with the options of tasks.

1. Patterns of organization development on the example of large business companies (Russian and foreign experience of a particular selected organization).
2. Patterns of organization development on the example of small business companies (Russian and foreign experience of a particular selected organization).
3. Comparative analysis of life cycle models and their application in Russian business practice
4. Functioning of the organizational structure as a reflection of the development of the organization.
5. Interaction of the change management system with the general enterprise management system.
6. External and internal environment of change management activities.
7. The nature of organizational changes by phases of the life cycle.
8. Signs of aging organizations and management features of aging organizations.
9. Problems of organizational development of organizations in their heyday.
10. Formation of a healthy organization. Organizational integration according to the Adizes methodology.
11. The company's strategy as an object of change. Organizational analysis of the company.
12. Modeling and changing the organizational structure of the organization's management.
13. Monitoring the process of organizational changes. Control of the process of organizational changes.
14. Balanced scorecard.
15. Types of resistance to changes and methods of overcoming them. Advantages and disadvantages of various methods of overcoming resistance.
16. Organizational culture during the period of organizational changes.
17. The concept of "learning organization" and management of organizational knowledge.
18. Features of changes in the financial characteristics of companies by stages of the life cycle. Management practices at various stages of the organization's development.

19. Taking into account the characteristics of the company's life cycles in project management.

20. The strategy model and the main components of its structure.

21. The relationship between the strategy and the organizational structure of the company.

22. Formation and implementation of the development and restructuring program.

23. The role of benchmarking in the system of organizational changes.

5. The structure of standard tasks for the analytical and practical part of the course work.

The practical part contains several standardized tasks, in which the student uses the data of a specific small enterprise (organization), therefore, the construction, analysis, conclusions and suggestions based on the research results will be individual.

In addition to the above mentioned in clause 2.2. the following directions should be clarified:

In section 1 of the analytical part , it follows:

1) It is possible to supplement the formed organizational management structure with a brief analysis of the management system, including the calculation of the following coefficients:

– controllability coefficient, controllability level coefficient (Cu) (at individual levels),

– link coefficient, concentration coefficient of specific management functions vertically (Kqv),

– concentration coefficient of specific management functions horizontally, coefficient duplication of functions,

– the coefficient of centralization of control functions, the coefficient of connectivity of V.A. Greykunas,

– the coefficient of the level of mechanization and automation of labor, the coefficient of efficiency of labor of an employee of the management apparatus of the Kzu,

– the coefficient of efficiency of information use, the coefficient of economic efficiency of management activities of the Ce,

– the coefficient of socio-economic efficiency of the activities of the Ce.

In section 2 of the analytical part , it is necessary:

1) to characterize the life cycle of an organization, you can use the models of I.Adizes, L.Greiner.

2) characterize the economic situation of a small enterprise (organization), including: sales revenue, cost, management costs, payroll, costs per 1 ruble of profit, labor productivity for a period of at least two years.

In section 3 of the analytical part , it is necessary:

1) give a description of the competitive environment of the selected small organization (enterprise). A competitiveness polygon can be constructed.

2) to analyze the potential of the internal and external environment of the selected small organization (enterprise). PEST analysis, SNW analysis and analysis of M. Porter's 5 forces can be used.

3) conduct a situational analysis of the selected small organization (enterprise). The SWOT analysis method can be used.

Particular attention should be paid to the conclusions and recommendations, which should be economically justified and confirm the independence of the students' course work.

In section 1 of the practical part: the direction of development can be chosen in the form of a specific market strategy based on the constructed strategic model of M. Porter, the matrix of I.Ansoff, the matrix of J.J.Lamben, the matrix of McKinsey, the criterion matrix of SWOT analysis.

In section 2 of the analytical part:

1) to display the goals of the organization's development program, a tree–like hierarchical graph can be used - a tree of goals and objectives.

2) A Gantt chart with links can be used to display the main objectives of the development program.

6. Educational, methodological and informational support of the discipline

Basic literature:

1. Korotkov, E. M. Change management: textbook and workshop for universities / E. M. Korotkov, M. B. Zhernakova, T. Y. Krotenko. — Moscow: Yurayt Publishing House, 2023. — 278 p. — (Higher education). — ISBN 978-5-534-02315-2. — Text: electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/511071

2. Management of organizational innovations: textbook and workshop for universities / A. N. Asaul, M. A. Asaul, I. G. Meshcheryakov, I. R. Shegelman; edited by A. N. Asaul. — Moscow: Yurayt Publishing House, 2022. — 289 p. — (Higher education). — ISBN 978-5-534-04967-1. — Text: electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/492940

3. Zub, A. T. Change management: textbook and workshop for universities / A. T. Zub. — Moscow: Yurayt Publishing House, 2023. — 284 p. — (Higher education). — ISBN 978-5-534-00490-8. — Text: electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/511106

Additional literature:

1. Organizational culture: textbook and workshop for universities / V. G. Smirnova [et al.]; edited by V. G. Smirnova. — Moscow : Yurayt Publishing House, 2023. — 306 p. — (Higher education). — ISBN 978-5-534-01440-2. — Text : electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/511220

2. Dorofeeva, L. I. Organizational behavior: textbook and workshop for universities / L. I. Dorofeeva. — 2nd ed., ispr. and add. — Moscow : Yurayt

Publishing House, 2023. - 378 p. — (Higher education). — ISBN 978-5-534-07617-2. — Text : electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/512742

3. Brazhnikov, M. A. Change management: a textbook for universities / M. A. Brazhnikov, I. V. Khorina. — 2nd ed., reprint. and add. — Moscow: Yurayt Publishing House, 2023. - 223 p. — (Higher education). — ISBN 978-5-534-14483-3. — Text: electronic // Yurayt Educational Platform [website]. — URL: https://urait.ru/bcode/519591

Internet resources

1) http://www.gov.ru Server of state authorities of the Russian Federation.
2) http://www.mos.ru The official server of the Moscow Government.
3) http://www.minfin.ru Ministry of Finance of the Russian Federation.
4) http://www.gks.ru Federal State Statistics Service.
5) http://www.rg.ru Rossiyskaya Gazeta.
6) http://www.prime-tass.ru PRIME-TASS Economic Information Agency.
7. http://www.fa.ru/dep/cko/msq/Pages/default.aspx / International quality standards.
8. http://www.consultant.ru / SPS Consultant Plus.
9. http://www.garant.ru / SPS Garant.
7) http://www.rbc.ru RBC (RosBusinessConsulting).
8) http://www.businesspress.ru Business press.
9) http://www.ereport.ru The world economy.
10) http://uisrussia.msu.ru University Information System of Russia.
11) http://www.forecast.ru CMACP (Center for Macroeconomic Analysis and Short-Term Forecasting).
12) http://www.cfin.ru Corporate management.
13) http://www.fin-izdat.ru Publishing House "Finance and Credit"
14) http://economist.com.ru The Economist Magazine.
15) http://www.vopreco.ru The journal "Questions of Economics".
16) http://www.mevriz.ru Management in Russia and Abroad Magazine
17) http://systems-analysis.ru / Laboratory of System Analysis
18) https://gtmarket.ru/concepts/7111 System analysis
19) http://minpromtorg.gov.ru / Ministry of Industry and Trade of the Russian Federation.

Appendix 1 – Sample design of the title page of the course work:

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"

Term paper
by the discipline
"**Organization Development Management**"
on the topic:

"Analysis of the organization's management system (on the example of a specific organization)"

Completed (a):
student (ka) of the FEU
groups
Full name
Scientific supervisor:
Ph.D. in Economics Assoc.

Moscow
2023