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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"**

**(Moscow Poly)**

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"30" 05 2022

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"30" 05 2022

# INTERNSHIP PROGRAM

## "Work Experience Internship (technological)"

Field of study
**38.03.02 Management**

Educational program (profile)
**"Business Process Management"**

Qualification (degree)
**Bachelor**

Form of study
**Part-time**

Moscow 2022

## 1. Goal nproduction practice (technological practice)

In accordance with the federal state educational standard of higher education in the field of study 38.03.02 "Management" (qualification (degree) "bachelor")industrial practice (practice for obtaining professional skills and experience of professional activity) is an obligatory element of the main educational program of the bachelor's degree and is a type of training sessions directly focused on the professional and practical training of students.

The purpose of the practice is to consolidate, expand, deepen and systematize the knowledge gained in the study of the disciplines of the professional cycle, based on the study of the activities of a particular organization, the acquisition of initial practical experience.

## 2. **Tasks** production practice (technological practice)

The tasks of production practice (technological practice) are:

- preparing students for independent work in accordance withjob qualification characteristics of the manager;
- familiarization with the organizational structure of the organization (subdivision) and the functional responsibilities of its employees;
- development by students of practical skills in the design of office documentscops;
- analyze the operational and production activities of the organization and use its results to prepare management decisions
- develop business plans for the creation and development of new organizations (lines of activity, products)

## 3. The place of industrial practice (technological practice) in the structure of the bachelor's program

Industrial practice (technological practice) refers to block B.2.3. Industrial practice (technological practice) is focused on the entrepreneurial type of professional activity. Industrial practice (technological practice) is interconnected logically and content-methodically with the following disciplines of the EP:

-Entrepreneurship

- Management in industries and fields of activity

– Small business management;

– Management of new markets;

– Evaluation of the effectiveness of the organization's management;

– Perspective management;

– Management in high-tech industries.

For successful internship, students use the knowledge and skills formed in the course of studying the disciplines of the basic and variable parts of the curriculum cycles.

Requirements for the organization of practice are determined by the state educational standards of higher professional education. The organization of practice at

all stages should be aimed at ensuring the continuity and consistency of students mastering professional activities in accordance with the requirements for the level of graduate training.

Fulfillment of practical tasks for obtaining professional skills and professional experiencerequires students to have knowledge of management, human resource management, the basics of law and economics. Certain issues provided for by the internship program for obtaining professional skills and professional experience may be of a leading nature.

**4. Type, type, method and forms of conducting production practice (technological practice)**

Industrial practice (technological practice) is carried out in the following form: practice for obtaining professional skills and experience of professional activity.

The leader of the practice for obtaining professional skills and experience of professional activity from the Moscow Poly is the supervisor from the Department of Management. The management of the practice of students at all its stages is carried out jointly with the leaders of the practices - employees of organizations of various organizational and legal forms of ownership. Industrial practice (technological practice) takes place in an organization independently chosen by the student or in an organization provided to the student by the university from the existing database of practices.

Industrial practice (technological practice) is carried out in the form of fulfilling tasks set by the supervisor according to the calendar plan for the completion of industrial practice (Appendix A).

The method of conducting the practice is stationary and traveling in organizations with which the university has concluded contracts for practice. Stationary is a practice that is carried out in an organization or in an educational program organization located on the territory of the settlement in which the organization is located. The task for practice is issued by the head of practice at the department. Outreach is a practice that is carried out outside the locality in which the organization is located. Field work practice can be carried out in the field if it is necessary to create special conditions for its implementation.

**5. Place and time of the production practice (technological practice)**

The bases of practice can be:

- municipal organizations;
- state organizations;
- commercial organizations;
- non-profit organizations;
- analytical divisions of enterprises of various fields of activity (departments of logistics, marketing, advertising, research and market conditions, etc.).

Preference is given to those organizations that have the ability to implement the goals and objectives of the practice to a greater extent. The basis for designating a particular organization as a practice base is: the existence of a concluded agreement

between the University and the organization for internships by a group of students or individual agreements on the basis ofstatements (Appendix D);

When choosing an internship base for students, it is necessary to be guided, first of all:

- the direction of his preparation;
- the future topic of the student's final qualifying work.

## 6. Competences of the student, formed as a result of the internship (technological practice)

As a result of the practice of obtaining professional skills and experience of professional activity, students form the following competencies and the following learning outcomes should be achieved as a stage in the formation of the relevant competency:

| Competence Code | Competence (Code and name) | Competence indicators (Code and name) |
|---|---|---|
| PC - 1 | PC – 1 Able to regulate the processes of organizational units or develop administrative regulations for organizational units | **IPC-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and administrative regulations; the basics of implementing changes; basics of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the reliability of the information collected; methods for analyzing the collected information; rules for preparing reports, conclusions on the results of control; methods for evaluating the effectiveness of processes or administrative procedures.<br>**IPC-1.2.**Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings, inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory |

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| | | and methodological documents; develop schemes of processes or administrative regulations; evaluate the resources needed to put in place process or administrative procedures or proposals to improve their effectiveness; develop, coordinate and approve action plans, evaluate the achievement of results, develop corrective actions to achieve plans; provide advice to employees of the organization; select control points that allow assessing the degree of compliance with the regulations and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures.<br>**IPC-1.3.**Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in the process of a division of an organization or the administrative regulations of a division of an organization; clarification of the resources used, Russian and international legislation, local regulations, reporting documents, necessary to carry out the process of the organizational unit or the administrative regulations of the organizational unit; identification of responsible employees of the unit for each work in the process of the unit of the organization or the administrative regulations of the unit of the organization; collecting information about the current planning and reporting system for the work of the process of the organization's unit or the administrative regulations of the organization's unit; collecting information on the progress and results of the process of the organizational unit or the administrative regulations of the organizational unit; registration of the results of information collection; systematization of the collected information about the process of the division of the organization or the administrative regulations of the division of the organization; development of the procedure for the process of the organization's subdivision or the administrative regulation of the organization's subdivision and regulatory documents (instructions, regulations); development of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; development of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; planning activities to put into effect the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; implementation of proposals to improve the efficiency of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; evaluating the effectiveness of measures to put into effect the regulation of the process of the organization's subdivision or the administrative regulation of the |

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| | | organization's subdivision; determination of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria established for the control; evaluating the effectiveness of the process of the organizational unit or the administrative regulations of the organizational unit; development of recommendations to improve the efficiency of the processes of the organizational unit or administrative regulations of the organizational unit; registration of the results of monitoring the implementation of the regulations of the process of a division of an organization or the administrative regulations of a division of an organization. Methods for calculating economic efficiency |
| PC - 4 | PC – 4 Capable of preparing for implementation, monitoring parameters and evaluating the success of changes in the organization | **IPC-4.1.**Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions.<br>**IPC-4.2.**Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the readiness of the organization to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; analyze the activities of the organization; to model the scope and boundaries of work; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. to analyze the subject area; |

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| | | analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria.<br>**IPC-4.3.**Have the skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution |

When performing current control, it is possible to use test material. Samples of control questions and tasks for conducting current control are given in the appendix. When implementing the undergraduate program, the organization has the right to use e-learning and distance learning technologies. All materials are placed in the LMS of the Moscow Poly (https://online.mospolytech.ru/).

When teaching people with disabilities, e-learning and distance learning technologies should provide for the possibility of receiving and transmitting information in forms accessible to them.

## 7. Structure and content of production practice (technological practice)

The total labor intensity of the practice for obtaining professional skills and experience of professional activity is 9 credit units, i.e. 324 academic hours (of which 324 hours are independent work of students).

**Fourth semester, sixth semester: 324** hours - independent work of students. The type of intermediate certification is a differentiated test.

**For part-time education:**

Industrial practice (technological practice) is held in the second, third and fourth year.

**Fourth semester, sixth semester, eighth semester: 324** hours - independent work of students. The type of intermediate certification is a differentiated test.

The total duration of the production practice (technological practice) is 6 weeks.

*Practice content*

*Induction training.* Familiarization of student interns with the goals, objectives, time and place of internship. Familiarization with the internal regulations of the organization and safety. Conducting instruction on independent work of students, on keeping a practice diary and preparing a report. General acquaintance with the organization (by conducting a tour or a speech by the leader).

*Tool Masteryorganization (division) management activities*

*Topic 1 Analysis of the planning process in the organization*

Establishment of the mission, goals, and objectives of the organization (subdivision), familiarization with the documents that establish them.

Familiarization with the organization of the planning system: procedures, documentation, responsibilities of management and staff. Participation in the work of personnel in planning the current activities of the unit.

Familiarization with the numerical indicators used in planning.

*Topic 2 Analysis of the organizational structure of the organization*

Familiarization with the types of authority used in the organization and the procedure for their delegation. Identification of the main functional areas identified in the activities of the organization.

Identification of problems arising in the delegation of authority. Determination of the advantages and disadvantages of the elements of various types of organizational management structures used in the structure of the organization.

*Topic 3 Analysis of the personnel motivation system*

Studying the methods of personnel motivation used in the organization. Types of material and moral incentives for employees. Ranking the needs of employees in order of importance. The choice of ways to stimulate staff based on content and (or) procedural theories of motivation.

*Topic 4 Analysis of ways to organize control*

Establishing the types and methods of control used in the organization. Analysis and evaluation of the effectiveness of the applied control procedures. Identification of the attitude of personnel to the system of standards adopted in the organization. Identification of the relationship between the results of control and motivation.

*Topic 5 Analysis of leadership styles used in the organization*

Establishing the leadership styles used in the organization by managers at various levels. Examining the extent to which multidimensional leadership style selection models are used in an organization. Analysis of the degree of readiness of the organization's employees to use appropriate leadership styles. Analysis of the degree of compliance of the level of authority and authority of managers at various levels with the leadership styles they use.

*Topic 6 Analysis of the organization of human resource management*

Goals, objectives and principles of the organization's personnel service. Legislative regulation of working hours. Pay system. Methods of attracting and selecting personnel. The content of the employment contract. Methods for assessing the effectiveness of personnel. Organization of the assimilation of newly appointed employees. The activities of the personnel department in the formation and maintenance of corporate culture. Principles of personnel planning. Types of costs for the formation, development and use of personnel.

*Topic 7 Process Analysisformation of the production program and organization of operational management of production activities*

Technology of formation of the production program of the organization of the unit. Tactical and strategic adjustment of the production program. Relationship between

production capacity and production program. Methods for calculating production capacity. Using network charts and Gantt charts in operational planning. Organization of dispatching in production.

*Theme 8Organization studyinventory management*

The main types of stocks created in the organization. Methodology for calculating the costs associated with the management of inventories. Methodology for calculating the optimal order size. Organization of warehousing in the organization.

| No. p/p | Sections (stages) of practice | Types of work in practice, including independent work of students and labor intensity (in credit units, hours) | | Forms of current control |
|---|---|---|---|---|
| 1 | Induction training | 1 credit | 36 h | Mark in the calendar plan |
| 2 | Topic 1 Analysis of the planning process in the organization | | | |
| 3 | Topic 2 Analysis of the organizational structure of the organization | 2 credits | 72 h | Mark in the calendar plan |
| 4 | Topic 3 Analysis of the personnel motivation system | 1 credit | 36 h | Mark in the calendar plan |
| 5 | Topic 4 Analysis of ways to organize control | | | |
| 6 | Topic 5 Analysis of leadership styles used in the organization | 1 credit | 36 h | Mark in the calendar plan |
| 7 | Topic 6 Analysis of the organization of human resource management | 1 credit | 36 h | Mark in the calendar plan |
| 8 | Topic 7 Process Analysis formation of the production program and organization of operational management of production activities | 2 credits | 72 h | Mark in the calendar plan |
| 9 | Theme 8Organization study in ventory management | 1 credit | 36 h | Mark in the calendar plan |

**8. Educational technologies used in production practice (technological practice).**In the process of organizing practices for obtaining professional skills and experience of professional activity by managers from the graduating department and the head from the enterprise (organization) should apply modern educational and scientific and production technologies:

1. Multimedia technologies, for which introductory lectures and instructing students during practice are held in rooms equipped with a projection screen, projector, laptops. This allows managers and specialists of the enterprise (organization) to save time spent on presenting the necessary material and increase its volume.

2. Remote form of consultations during the passage of specific stages of educational practice and report preparation.

**9. Educational and methodological support for independent work of students in industrial practice (technological practice)**

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of

consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

**10. Forms of intermediate certification (based on the results of practice)**

The form of intermediate certification is a differentiated test.

1. A report on the internship on obtaining professional skills and experience of professional activity, a review from the place of internship, a diary are submitted to the supervisor within five days from the end of the internship. Upon admission, a protection process is carried out.

2. When defending an internship report, the scope of the internship program, the correctness of the paperwork, the content of the testimonial, the correctness of the answers to the questions asked by the head of the internship, the ability to analyze the documents attached to the report are taken into account.

Practice evaluation criteria:

- the level of qualification of the collected material in accordance with the practice program and individual assignments;
- the ability to professionally and competently answer questions on the performance of official duties and knowledge of the regulations governing the activities of the organization where the practice took place;
- knowledge of the internal documents of the enterprise that regulate management activities in the innovation sphere;
- the ability to assess the state of innovation activity of the object of study;
- the content of the review-characteristics of the organization - the place of internship.

3. Assessment in practice is equated to assessments (tests) in theoretical training and is taken into account when summing up the overall progress of students.

Students who have not completed the practice program for a good reason are sent to practice again in their free time.

Students who do not complete an internship program without a valid reason or receive a negative grade may be expelled from the university as having academic debt.

4. Materials of practice for obtaining professional skills and experience of professional activity (report, characteristic-feedback, etc.) after its defense by the student are stored at the Department of Management for 2 years.

5. The final results of the internship on obtaining professional skills and experience of professional activity by students are summed up at a meeting of the department.

In the process of internship, the following evaluation forms of independent work of students are used: control questions on the prepared report to control the development of sections of practice by students.

As a result of mastering the practice program, the following competence is formed:

| **Compe** | **As a result of mastering the educational program, the student must have** |
|---|---|

| tency code | |
|---|---|
| PC - 1 | Able to regulate the processes of organizational units or develop administrative regulations for organizational units. |
| PC - 4 | Able to prepare for implementation, monitor parameters and evaluate the success of changes in the organization. |

In the process of mastering the practice program, this competence, including its individual components, is formed in stages during the development of disciplines (modules), practices by students in accordance with the curriculum and calendar schedule of the educational process.

An indicator of assessing competence at various stages of its formation is the achievement by students of the planned learning outcomes.

| **PC - 1 - Able to regulate the processes of organizational units or develop administrative regulations for organizational units.** | | | | |
|---|---|---|---|---|
| **Index** | **Evaluation criteria** | | | |
| | **2** | **3** | **four** | **5** |
| **IPC-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological | The student demonstrates the complete absence or insufficient compliance of the following knowledge:theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and | The student demonstrates incomplete compliance with the following knowledge:theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of | The student demonstrates partial compliance with the following knowledgetheory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of | The student demonstrates full compliance with the following knowledge:theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and |

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| **IPC-1.2.**Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and | The student is unable or insufficientis able to analyze information about the boundaries of the process, the requirements for the process, the goals of the process or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents | The student demonstrates incomplete compliance with the following skills:analyze information about process boundaries, process requirements, process objectives or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative | The student demonstrates partial compliance with the following skills:analyze information about process boundaries, process requirements, process objectives or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative | The student demonstrates full compliance with the following skills: analyze information about process boundaries, process requirements, process objectives or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of |

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| sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings, inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory and methodological documents; develop schemes of processes or administrative regulations; 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| | | and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures. allowing to assess the degree of compliance with the regulations and draw up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures. allowing to assess the degree of compliance with the regulations and draw up control plans; evaluate the reliability of information | | |

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| IPC-1.3. Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the | The student demonstrates the complete absence or insufficient correspondence of the following knowledge: the skills of determining the goals of the process of the organization unit or the administrative regulations of the organization unit; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in | The student demonstrates incomplete compliance with the following knowledge: the skills of determining the goals of the process of the organization unit or the administrative regulations of the organization unit; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative | The student demonstrates partial compliance with the following knowledge: the skills of determining the goals of the process of the organization unit or the administrative regulations of the organization unit; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative | The student demonstrates full compliance with the following knowledge: the skills of determining the goals of the process of the organization unit or the administrative regulations of the organization unit; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of |

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**PC - 4 - Able to prepare for implementation, monitor parameters and evaluate the success of changes carried out in the organization.**

| Index | Evaluation criteria | | | |
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| | **2** | **3** | **four** | **5** |
| **IPC-4.1**. Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of | The student does not know how or insufficiently knows how to use visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for | The student demonstrates incomplete compliance with the following skills: use visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, | The student demonstrates partial compliance with the following skills: use visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, | The student demonstrates full compliance with the following skills: use visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; |

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| interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions. | requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions. | techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions. | techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions, | theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions, |
| IPC-4.2. Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the readiness of the organization to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; analyze the activities of the organization; to model the scope and boundaries of work; collect, | The learner does not know how or insufficiently knows how to plan, organize and conduct meetings and discussions with interested parties; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the readiness of the organization to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; analyze the activities of the organization; to model the scope and boundaries of work; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements | The student demonstrates incomplete compliance with the following skills: plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; explain the need for business analysis work; make changes in accordance with the chosen solution; assess the readiness of the organization to change in accordance with the chosen solution; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; 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| determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. | in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. | in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria | in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of the selected criteria. | chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria |
| IPC-4.3. Have the skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for | The student does not know how or insufficiently knows how to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes; monitoring ongoing | The student demonstrates incomplete correspondence of the following skills: to analyze the readiness of the organization to carry out changes; development and implementation of | The student demonstrates partial correspondence of the following skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes; | The student demonstrates full compliance with the following skills: analyze the organization's readiness for change; development and implementation of |

| | | | | |
|---|---|---|---|---|
| changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution | changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution | measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution. The student experiences significant difficulties in operating knowledge when transferring it to new situations. | monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution. but minor errors, inaccuracies, difficulties in analytical operations are allowed. | measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve, freely operates with the acquired knowledge. |

Scales for assessing the results of certification and their description:

**Form of attestation: differentiated test.**

Certification of students in the form of a differentiated test is carried out based on the results of the implementation of all types of educational work provided for by the curriculum. The assessment of the degree of achievement by students of the planned learning outcomes under the internship program is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the attestation for the discipline (module), the mark "excellent", "good", "satisfactory" or "unsatisfactory" is given.,

| ***Evaluation scale*** | ***Description*** |
|---|---|
| *Excellent* | *All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.* |
| *Good* | *The types of educational work provided for by the curriculum have not been fully completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. At the same time, mistakes, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be* |

| | |
|---|---|
| | *made.* |
| *Satisfactorily* | *The types of educational work provided for by the curriculum have not been fully completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the absence of some knowledge, skills, skills for a number of indicators is manifested, the student experiences some difficulties in operating knowledge and skills when transferring them to new situations.* |
| *unsatisfactory* | *One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.* |

## 11. Educational, methodological and information support of production practice (technological practice)

**a) Basic literature.**

1. Lopareva A. M. Business planning: a textbook for universities / A. M. Lopareva. - 3rd ed., revised. and additional - M .: Yurait Publishing House, 2022. - 273 p. - (Higher education). — ISBN 978-5-534-13541-1. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/495509

2. Gromov A. I. Management of business processes: modern methods: monograph / A. I. Gromov, A. Fleishman, V. Schmidt; edited by A. I. Gromov. - M .: Yurayt Publishing House, 2022. - 367 p. — (Actual monographs). - ISBN 978-5-534-03094-5. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489237

3. Kuzmina E. E. Organization of entrepreneurial activity: a textbook for universities / E. E. Kuzmina. - 4th ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 455 p. - (Higher education). - ISBN 978-5-534-14024-8. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/488831

**b) additional literature**

1. Maltseva S. V. Innovative management: a textbook for universities / S. V. Maltseva; executive editor S. V. Maltseva. - M .: Yurayt Publishing House, 2022. - 527 p. - (Higher education). - ISBN 978-5-534-15607-2. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/509174

2. Gorfinkel V.Ya., Popadyuk T.G. Innovation management: textbook. Moscow: Unity-Dana, 2015 - 392 pages.

3. Lopareva A. M. Business planning: a textbook for universities / A. M. Lopareva. - 3rd ed., revised. and additional - M .: Yurait Publishing House, 2022. - 273 p. - (Higher education). — ISBN 978-5-534-13541-1. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/495509

**Software:**

Operating system Windows 7 (or lower) - Microsoft Open License. License No. 61984214, 61984216, 61984217, 61984219, 61984213, 61984218,

Office applications, Microsoft Office 2013 (or lower) - Microsoft Open License. License No. 61984042

Antivirus software, Kaspersky Endpoint Security for Business - Standard. License number 1752161117060156960164.

Microsoft Office 2013 prof (for learning). State contract No. 18-09/14 dated 09/22/2014 Act No. Tr09950.

Microsoft Project 2013 Stadart 32-bit/x64 Russian. State contract No. 18-09/14 dated 09/22/2014 Act No. Tr064541 dated 10/29/2014.

STATISTICS Advanced + QC. State contract No. 18-09/14 dated 09/22/2014 Act No. Tr064541 dated 10/29/2014.

**12. Logistics provision of production practice (technological practice)**

The practice is carried out at industrial enterprises or organizations in accordance with agreements and the order of the rector.

Receiving reports - at the department: tables, chairs, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

Scientific and technical library and reading room - Computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment. Tables, chairs, racks with scientific, educational-methodical and periodical literature on the profile of the educational program, personal computers.

The work program was compiled on the basis of the Federal State Educational Standard of Higher Education in the direction of training bachelors 38.03.02 "Management", approved by order of the Ministry of Education and Science of the Russian Federation of August 12, 2020 No. 970 (Registered in the Ministry of Justice of Russia on August 25, 2020 No. 59449).

**The program was made by:**

Head of the Department "Management"
Candidate of Economics, Associate Professor / Alenina E.E. /



Associate Professor, Ph.D. /O.N. Korotun



Associate Professor, Ph.D. / D.V. Redin.

**The program was approved at a meeting of the Department of Management**
April 4, 2022, Protocol No. 12

Department head
associate professor, Ph.D. E.E. Alenina



Appendix 1 to
work program

**MINISTRY OF SCIENCE AND HIGHER EDUCATION**

**RUSSIAN FEDERATION**

Federal State Autonomous Educational Institution

higher education

"MOSCOW POLYTECHNICAL UNIVERSITY"

/Moscow Polytech/

Direction of training: 38.03.02 "Management

Educational program: "Business Process Management"

Form of study: part-time

Type of professional activity: organizational and managerial

Department: "Management"

**VALUATION FUND**

# Industrial practice (technological practice)

**Composition: 1. Passport of the fund of appraisal funds**

2. Description of evaluation tools:
an approximate list of topics for writing a report, questions for the report

**Compiled by:**

head of the department Candidate of Economics, Assoc. Alenina E.E.

Associate Professor, Ph.D. O.N. Korotun

Associate Professor, Ph.D. D.V. Redin

Moscow, 2022

Table 1 Passport of the appraisal fund

# INDICATOR OF THE LEVEL OF FORMATION OF COMPETENCES

| **Industrial practice (technological practice)** | | | | | |
|---|---|---|---|---|---|
| GEF VO 38.03.02 "Management" | | | | | |
| In the process of mastering this discipline, the student forms and demonstrates the following **competencies**: | | | | | |
| **COMPETENCES** | | **List of components** | **Competence formation technology** | **Assessment Tool Form**** | **Degrees of levels of development of competencies** |
| **INDEX** | **FORMULATION** | | | | |
| **PC-1** | Able to regulate the processes of organizational units or develop administrative regulations for organizational units | **IPC-1.1.**Knows the theory of process management; principles of process classification; methods of structuring processes; basics of operational management; methods of collecting information (observations, data recording, timing, photography of the working day, interview and questionnaire techniques, analysis of documents and reporting information, studying feedback from stakeholders); methods of designing functional role models; methods for classifying information about the process and the environment of the process; principles and rules for working with regulatory and methodological documentation; requirements for the development of process regulations; fundamentals of economics, cost accounting and performance evaluation; process modeling notations; methods to improve the efficiency of processes and administrative regulations; the basics of implementing changes; basics of business process modeling; methodological documents and rules for monitoring the compliance of processes or administrative regulations; methods for assessing the reliability of the information collected; methods for analyzing the collected information; rules for preparing reports, conclusions on the results of control; methods for evaluating the effectiveness of processes or administrative procedures. | independent work | report, control questions to the report diff. offset | **A basic level of** Fundamentals of innovative business process management **Enhanced level** Able to independently organize, plan and control the activities of project teams |

| | | | | | |
|---|---|---|---|---|---|
| | | **IPC-1.2.**Is able to analyze information about process boundaries, process requirements, process goals or administrative regulations; analyze areas of responsibility, stakeholders of the process, current regulations, resources, inputs, outputs and indicators of the process or administrative regulation; analyze the composition and sequence of operations that make up the process or administrative regulations; find the necessary documents and information about the process or administrative regulations in paper and electronic form in information systems; perform observations, interviews and questionnaires; aggregate and summarize the collected information; carry out the classification of processes and objects of the process environment or administrative regulations; identify shortcomings, inconsistencies in the functioning of the process or administrative regulations, formulate and justify proposals for their correction; control the compliance of the developed documents with regulatory and methodological documentation; evaluate the resources needed to improve processes or administrative procedures; communicate, hold workshops, find consensus; use software to develop process or administrative procedures; develop local regulations in accordance with regulatory and methodological documents; develop schemes of processes or administrative regulations; evaluate the resources needed to put in place process or administrative procedures or proposals to improve their effectiveness; develop, coordinate and approve action plans, evaluate the achievement of results, develop corrective actions to achieve plans; provide advice to employees of the organization; select control points that allow assessing the degree of compliance with the regulations and drawing up control plans; evaluate the reliability of information obtained during the control; analyze the efficiency and effectiveness indicators of processes and administrative regulations; identify deviations from the established criteria and indicators of the functioning of processes and administrative regulations; calculate the effectiveness of processes and administrative regulations; identify the potential for improving the efficiency of a process or administrative procedure; formulate and justify proposals to improve the efficiency of processes or administrative regulations; prepare reports, conclusions on the results of control measures.<br>**IPC** | | | |

| | | | | | |
|---|---|---|---|---|---|
| | | **IPC-1.3.**Has the skills to determine the goals of the process of a division of an organization or the administrative regulations of a division of an organization; defining the boundaries of the process of the organizational unit or the administrative regulations of the organizational unit; determining the stakeholders, the owner and participants in the process of the organization unit or the administrative regulations of the organization unit; determining the inputs and outputs of the process of the organization's subdivision or the beginning and result of the implementation of the administrative regulations of the organization's subdivision; clarification of the sequence of work in the process of a division of an organization or the administrative regulations of a division of an organization; clarification of the resources used, Russian and international legislation, local regulations, reporting documents, necessary to carry out the process of the organizational unit or the administrative regulations of the organizational unit; identification of responsible employees of the unit for each work in the process of the unit of the organization or the administrative regulations of the unit of the organization; collecting information about the current planning and reporting system for the work of the process of the organization's unit or the administrative regulations of the organization's unit; collecting information on the progress and results of the process of the organizational unit or the administrative regulations of the organizational unit; registration of the results of information collection; evaluating the effectiveness of measures to put into effect the regulation of the process of the organization's subdivision or the administrative regulation of the organization's subdivision; determination of procedures for monitoring the implementation of the regulation of the process of the division of the organization or the administrative regulations of the division of the organization; collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria established for the control; evaluating the effectiveness of the process of the organizational unit or the administrative regulations of the organizational unit; development of recommendations to improve the efficiency of the processes of the organizational unit or administrative regulations of the organizational unit; registration of the results of monitoring the implementation of the process regulations of the organization's subdivision or the administrative regulations of the organization's subdivision. methods for calculating economic efficiency collecting information on the progress and results of the process of the organization's subdivision or the administrative regulations of the organization's subdivision; analysis of the collected information for compliance with the criteria established for the control; evaluating the effectiveness of the process of the organizational unit or the | | | |

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|---|---|---|---|---|---|
| **PC - 4** | Capable of preparing for implementation, monitoring parameters and evaluating the success of changes in the organization | **IPC-4.1.**Knows visual modeling languages; collection, analysis, systematization, storage and maintenance of business analysis information; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis; systems theory; the subject area and the specifics of the organization's activities in an amount sufficient to solve the problems of business analysis; theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for requirements management; theory of risk management; organization planning methods; methods and techniques for determining indicators for assessing the current or desired state of the organization; methods for evaluating the effectiveness of decisions. | | | |
| | | **IPC-4.2.**Can plan, organize and conduct meetings and discussions with stakeholders; identify, register, analyze and classify risks and develop a set of measures to minimize them; present business intelligence information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions affecting the organization's activities; analyze the degree of stakeholder involvement; explain the need for business analysis work; develop indicators and assess the state of the organization; evaluate the business feasibility of implementing the solution in terms of the selected target indicators; analyze the activities of the organization; analyze stakeholder requirements in terms of quality criteria determined by the chosen approaches; to analyze the subject area; analyze the requirements for the solution in terms of quality criteria determined by the chosen approaches; evaluate the effectiveness of the solution in terms of selected criteria | | | |

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| | | **IPC-4.3.**Have the skills to analyze the organization's readiness for change; development and implementation of measures to prepare the organization for changes; monitoring ongoing changes in terms of achieving the developed target indicators of the solution; management of interaction with stakeholders (satisfaction, degree of involvement); management of risks caused by ongoing changes in the organization; analysis and evaluation of the effectiveness of the implemented solution; analysis of the causes and development of ways to improve the solution in case the solution does not achieve the set business goals; analysis and development of ways to adapt the organization to use the new solution. | | | |

**- For abbreviations of forms of evaluation tools, see Appendix 2 to the RP.

Annex 2
to work program

**List of assessment tools for industrial practice (technological practice)**

| OS number | Name of the evaluation tool | Brief description of the evaluation tool | Presentation of the evaluation tool in the FOS |
|---|---|---|---|
| 1 | Practice Report | The product of the student's independent work, which is a summary in writing of the results of the study and familiarization with the selected enterprise. | Practice Report Topics |
| 2 | Control questions on the report | A means of control, organized as a special conversation between a teacher and a student on topics related to the prepared report, and designed to determine the amount of knowledge of the student in a particular section, topic, problem, etc. | Checklist |

**An indicative list of questions on the compiled report to control the development of sections of industrial practice (technological practice) by students (formation of PC-1 competencies)**

**IPC-1.1.**

1. Input information and preliminary calculations at the stages of the project life.
2. State price programs and services.
3. Cash flows from investing, operating and financing activities
4. Monetary and resource approaches to measuring costs and results. Evaluation of effectiveness at different stages of their use and implementation.
5. Costs forgoneopportunities.
6. Investment activity and depreciation. Carrying out calculations and their analysis.
7. Information support of management.
8. What factors should be taken into account as constraints when drawing up an organizational development program?
9. Commercial discount rate, project participant discount rate, social discount rate, budget discount rate.
10. The complex nature of the results of public administration.
11. Control and monitoring in public administration.
12. Criteria of social efficiency of public administration.
13. Criteria for the effectiveness of the organization: different approaches.
14. Method "public message - comment". Is it effective in improving the quality of regulations?
15. Methodological support for evaluating the effectiveness of investments.
16. Methods of analysis of the control system.
17. Methods for assessing the economic efficiency of investments.
18. The main articles of the calculation of the cost of production.
19. Absolute and relative criteria for investment efficiency.
20. The main forms of influence on organizational changes.
21. Evaluation and modification of public policy.
22. Evaluation of the effectiveness of projects under specific conditions for their implementation.
23. Indicators of the effectiveness of investment projects.
24. The concept of investments, their content.
25. Static and dynamic methods for estimating investments.
26. Structural-logical model of formation of profit indicators.
27. The essence of the analysis of the control system.
28. Essence and types of efficiency assessment.
29. The essence of the concepts of reengineering.
30. Theory of organizational development.
31. Total quality management.
32. Consolidated stability assessment.
33. Managing Public Policy Change: The Innovation Process.
34. Management of public policy changes: reforming, the essence of integration in management.

35. Results-Based Management in the Public Sector.
36. Management by objectives as the most effective method of organizational development.
37. Lost profit from the use of property in an effective alternative investment project.
38. Accounting for the impact of inflation in assessing the effectiveness of investments.
39. Accounting for uncertainty and risk in evaluating the effectiveness of investments.
40. Factors affecting the labor intensity and level of wages.
41. Compound interest formula, bringing forward and backward along the time axis.
42. The concept of an investment project.
43. Methods for assessing effectiveness.

**IPC-1.2.**

44. Analysis and choice of alternatives in the implementation of public administration.
45. Analysis and evaluation of public policy.
46. Analysis and evaluation of state programs.
47. Analysis and evaluation of the effectiveness of public administration: world experience.
48. Analysis and risk management.
49. Analysis of indirect costs.
50. Analysis of the availability of raw materials and materials.
51. Analysis of the total cost of production.
52. Analysis of the organizational structure of management.
53. Analysis of balances and cash flows.
54. Analysis of other financial income and expenses.
55. Analysis of direct wages.
56. Analysis of direct material costs.
57. Analysis of the placement of capital and assessment of the property status of the enterprise.
58. Profitability analysis of production and sales.
59. Analysis of the control system.
60. Analysis of the composition of the company's inventories.
61. Analysis of financial results from the sale of products.
62. Analysis of the formation and use of net profit.
63. Analysis of the elements of the control system and the control process.
64. Analysis of the efficiency of the use of material resources.
65. Analysis, evaluation and revision of existing regulations. National regulatory system.
66. Organizational development management model.

**IPC-1.3.**

67. Bureaucratic delays" in society, ways to reduce them.
68. Actual aspects of improving the efficiency of public administration.
69. Continuing professional education and management effectiveness in organizations.
70. General social efficiency of public administration.
71. Organizational development and the non-formal sphere of organizations.
72. Why does the use of external-internal consultants cause problems in organizations?
73. With changes in the organization, in which case it is necessary to use: the use of power, reasonable calculations, retraining of specialists.
74. Principles of analysis of the control system.
75. Reasons for rethinking the role and place of power structures at all levels. The effectiveness of the public service?
76. The development and implementation of government decisions should contribute to the achievement of public administration goals in an efficient, transparent and responsible manner. Explain this expression.
77. Development of new standards of state regulation: a qualitative aspect.
78. Calculation of indicators of the commercial efficiency of the project.
79. Calculation of indicators of social and budgetary efficiency.
80. Solving problems on choosing the best option for purchasing equipment, choosing an alternative: to produce or buy.
81. The role of organizational management structures.
82. The human factor in the context of public administration efficiency.
83. What reduces the effectiveness of the organization more - violations in behavior or in processes?
84. The effectiveness of public administration.
85. Public Administration Efficiency: Problems, General Approaches and Ways to Improve.
86. Efficiency of activity of administrative bodies.
87. Efficiency and quality of public administration.
88. The effectiveness of the rule-making activities of the state.
89. Management efficiency in organizations and organizational development.
90. Efficiency: general principles, concepts and types.

*The topics of specific questions may vary depending on the educational program (profile) of training and the specifics of the economic activity of the enterprise where the student had an internship.*

*An "excellent" grade is awarded to a student who:*

- demonstrated in the course of practice a high level of possession of all the requirements for the results of practice, general cultural and professional competencies;
- completed on time and at a high level all the planned scope of work in accordance with the practice plan-task;
- showed independence, creativity and a high level of training in professional activities, organization of the work of the team, self-organization;

- made suggestions to improve the activities of the organization where he did his internship;
- prepared the report in accordance with the requirements.

*A pass with a grade of "good" is given to a student who:*

- in general, demonstrated in the course of practice the formation of all the stipulated requirements for the results of practice, general cultural and professional competencies;
- fully completed the plan-task for the internship, however, made minor shortcomings in the calculations and writing the report, mostly of a technical nature.

*A pass with a grade of "satisfactory" is given to a student who*

- during the internship, he was unable to demonstrate the development of certain general cultural and professional competencies at a level corresponding to the junior or middle manager of the organization where he did the internship;
- found it difficult to solve the tasks assigned to him and made significant shortcomings in the calculations and in the preparation of the report.

*A credit with an "unsatisfactory" grade is given to a student who*

- failed to demonstrate the formation of general cultural and professional competencies in the course of practice, provided for by the requirements for the results of practice;
- did not complete the practice plan.

**An indicative list of topics on which reports on production practice (technological practice) can be prepared**
**(formation of competence PC-4)**

**IPC-4.1.**

1. Diagnostics of the professional and psychological potential of an employee(selected company)
2. Analysis of the personnel management system of a furniture factory(selected company)
3. Control system analysis(selected company)
4. Analysis of the organizational structure and personnel management(selected company)
5. Analysis of the organization of work of the head(selected company)
6. Analysis of the organization and performance of a retail enterprise(selected company)
7. Analysis of the external and internal environment of the enterprise(selected company)

**IPC-4.2.**

8. Analysislegal practice in the HR department(selected company)
9. Enterprise Profit Management(selected company)
10. Enterprise management(selected company)
11. Business Process Management(selected company)and its structural divisions

12. The role of management in the work of the enterprise(selected company)
13. Analysis of commercial activity and ways to improve the dispatching control of a motor transport enterprise(selected company)
14. Analysis and improvement of the organization of the personnel management system(selected company)
15. Analysis and ways to improve management at the enterprise(selected company)

**IPC-4.3.**

16. Analysis and evaluation of the effectiveness of enterprise management(selected company)
17. Analysis of the activities of a travel company(selected company)
18. Analysis of the activity of a service sector enterprise(selected company)
19. Analysis of the activities of the enterprise for the production of reinforced concrete products(selected company)
20. Organization of the advertising agency(selected company)

*The topics of specific topics may vary depending on the educational program (profile) of training and the specifics of the economic activity of the enterprise where the student had an internship.*

Based on the results of the internship, the student after the end of the internship provides the head of the internship with the following reporting documents on the internship:

- review-characteristic, signed by the head of practice from the organization, certified by the seal of the organization (Appendix D);
- application for practice (Appendix D);
- internship schedule (Appendix A)
- practice diary signed by the student (Appendix B);
- practice report (Appendix B).

The feedback-characteristic and diary must be sent in a scanned form to show the authenticity of the organization's seal and signature.

The main requirements for a review-characteristic - filled out in the form, accurately, containing the signature of the head of practice from the organization, certified by the seal of the organization.

Basic requirements for a practice diary:

- the diary must be filled out in the form and accurately;
- contains the timing of the internship, daily entries in strict accordance with the program and the plan-task for the internship;
- contains the student's signature.

The main requirements for the content of the practice report are as follows:

- the introduction indicates: the purpose, place, date of commencement and duration of the practice, a short list of the main works and tasks performed during the practice;
- the main part of the report provides a description of the organization of work during the internship, a description of the practical tasks solved by the student during

the internship (characteristics of the organizational structure, production structure, external and internal environment of the organization, job descriptions and safety precautions, accounting policies, primary accounting, analysis of financial the state of the organization and the main economic indicators, development trends of the enterprise), a list of outstanding tasks and unfinished planned issues with an indication of the reasons. The main part contains two chapters;

- in conclusion, it is necessary to describe the skills and abilities acquired during the practice; give proposals for improving the organization of the enterprise; draw individual conclusions about the practical significance of the type of practice carried out for themselves.

A student who had an internship on the basis of the University on an individual assignment can submit a report (section of a report) on the topic of research work or its section (stage, task) as a report; scientific article, scientific report.

The main requirements for the content of the practice report are as follows:

- the introduction indicates: the purpose, place, date of commencement and duration of the practice, a short list of the main works and tasks performed during the practice;
- the main part of the report provides a description of the organization of work during the internship, a description of the practical tasks solved by the student during the internship (characteristics of the organizational structure, production structure, external and internal environment of the organization, job descriptions and safety precautions, accounting policies, primary accounting, analysis of financial the state of the organization and the main economic indicators, development trends of the enterprise), a list of outstanding tasks and unfinished planned issues with an indication of the reasons. The main part contains two chapters;
- in conclusion, it is necessary to describe the skills and abilities acquired during the practice; give proposals for improving the organization of the enterprise; draw individual conclusions about the practical significance of the type of practice carried out for themselves.

A student who had an educational practice on the basis of the University on an individual assignment can submit a report (section of a report) on the topic of research work or its section (stage, task) as a report; scientific article, scientific report.

The main requirements for the preparation of a practice report are as follows:

- the report must be made in Microsoft Word, in Times New Roman, 14 pt, with 1.5 spacing, the volume of the report is 20-25 pages of printed text;
- the report may include appendices (tables, graphs, completed forms, price lists, etc.) of no more than 20 pages (applications (illustrative material) are not included in the total number of report pages);
- surnames, names of institutions, organizations, firms and other proper names are given in the original language;
- the pages of the report are numbered in Arabic numerals in compliance with continuous numbering throughout the text, the number is placed in the lower right part of the sheet without a dot at the end of the number;

- diagrams, drawings, tables and other illustrative material located on separate sheets are included in the general pagination, but are not counted in the scope of the work;
- the title page (Appendix B) is included in the general page numbering, but the page number is not indicated on the title page;
- digital material should be in the form of tables, the table should be placed in the report 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 text of the report, each table should have a heading. An example of the design of tables in Appendix H;
- drawings (graphs, diagrams, diagrams, etc.) should be placed in the work immediately after the text in which they are mentioned for the first time, or on the next page, illustrations may be in color, all drawings should be referenced in the work .Illustrations should be numbered in Arabic numerals by serial numbering within the entire report (example in Appendix G). If there is only one illustration in the report, then it is designated - "Drawing". It is allowed to number illustrations within the section. In this case, the number of the illustration consists of the number of the section and the serial number of the figure, separated by a dot. For example, Ryanok. 1.1;
- when writing the text of the report, in addition to the skills acquired during the internship and proposals for organizing the educational process, it is important to show the problems and contradictions that arose during the internship and suggest ways to resolve these problems.

The most common shortcomings in the internship and the preparation of a report on it are:

- violation of the rules for the preparation of reporting documents (report on practice, diary);
- lack of supporting documentary materials confirming the implementation (fulfillment) of various tasks in the course of practice;
- lack of applications (completed primary documents, auxiliary tables);
- non-fulfillment of the issued plan-task for practice;
- vagueness of the student's conclusions about the internship;
- lack of a bibliography;
- the lack of indication in the list of references of new (actual) legal acts, textbooks and manuals, as well as articles from specialized journals.

An "excellent" grade is awarded to a student who:

- demonstrated in the course of practice a high level of possession of all the requirements for the results of practice, general cultural and professional competencies;
- completed on time and at a high level all the planned scope of work in accordance with the practice plan-task;
- showed independence, creativity and a high level of training in professional activities, organization of the work of the team, self-organization;
- made proposals for improving the activities of the enterprise (organization);
- prepared the report in accordance with the standards.

A pass with a grade of "good" is given to a student who:

- in general, demonstrated in the course of practice the formation of all the stipulated requirements for the results of practice, general cultural and professional competencies;
- fully completed the plan-task for the internship, however, made minor shortcomings in the calculations and writing the report, mostly of a technical nature.

A pass with a grade of "satisfactory" is given to a student who:

- in the course of practice, he was unable to demonstrate the development of certain general cultural and professional competencies at the level corresponding to the head of a junior or middle manager of an enterprise (organization);
- found it difficult to solve the tasks assigned to him and made significant shortcomings in the calculations and in the preparation of the report.

An "unsatisfactory" grade is given to a student who:

- failed to demonstrate the formation of general cultural and professional competencies in the course of practice, provided for by the requirements for the results of practice;
- did not complete the practice plan.

**Annex A**

*Sample design*

*Calendar plan*

*passing _____ practice*

student _____ course _____ forms of study
_____ (Full name.)

| **No. p / p** | **Name of works and individual tasks** | **The period of performance of work and tasks** |
|---|---|---|
| 1 | 2 | 3 |
| | | |

Head of Practice from the University _____ (full name)
_____ (signature)

**Annex B**

*Sample design*

**A diary**
**passing _____ practice**

student _____ course _____ forms of study

_____ (Full name.)

| **No. p / p** | **the date** | **Brief summary of the work performed** | **Place of work (replacement position)** |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
| | | | |

**Student _____ (full name)** _____
(signature)

**Annex B**

*Title page template*
*practice report*

**MINISTRY OF SCIENCE AND HIGHER EDUCATION**

**RUSSIAN FEDERATION**

Federal State Autonomous Educational Institution

higher education

"MOSCOW POLYTECHNICAL UNIVERSITY"

/Moscow Polytech/

**Department "_____"**

**REPORT**

**about passing _____ practice**

**student _____ course _____ forms of study**

**_____ (Full name.)**

**Place of internship _____**

**_____**

**The practice took place from _____ to _____**

**Date of submission of the report _____**

**Head of practice _____ (full name)**

Moscow 20__

**Annex D**

*An exemplary sample of a review-characteristics for a student's practice*

Form of the organization with the obligatory
indication of the organizational form
and full name
addresses and contact numbers

Review - characteristic

Student of __ courseDepartment "_____" of the Moscow Polytechnic University Sidorova Natalya Savelyevna from 07/01/2023 to 07/15/2023 passed the production practice (technological practice) in the direction 38.03.02 "Management" at CJSC "M-Avto".

During the period of practice, she performed the duties of a specialist in the analysis of the financial and economic activities of the enterprise.

During her internship, Natalya Savelyevna Sidorova showed a high level of theoretical training in economic disciplines. Sidorova N.S. proved to be a competent specialist. The management of CJSC "M-Auto" is interested in continuing to work with the department "_____" and suggested Sidorova N.S. work, taking into account her employment during extracurricular time.

The internship program was completed in full.

In general, the work of the trainee Sidorova N.S. deserves an excellent rating.

CEO V.V. Ivanov

M.P.

## Annex D

Head of department

"Department name"

FULL NAME. head of department

from a group studentuch. Group

FULL NAME. student

**STATEMENT**

Please guide me Last name First name Full name, to pass type of practice to the organization official name of the organization, on the basis of the agreement concluded between the organization and the Moscow Polytechnic general/individual[1]contracts.

_____
(signature)

_____
(the date)

[1]Leave the desired option as the basis

**Appendix E**

Sample content of the report on production practice (technological practice)

Introduction…….…..…….....3

**Chapter 1. General information about the organization ….…….…….. …….4**
1.1. Organizational structure of the organization ……...…….…4
1.2. Characteristics of the activities of the organization ….……..……5
1.3. Characteristics of the work of the administrative service ……..……...6
1.4. Characteristics of the range of products and services ……..8

**Chapter 2. Characteristics of the external and internal environment of the organization……. ……...9**
2.1. Characteristics of the main environmental factors ……9
2.2. Characteristics of the main factors of the internal environment ……...10
2.3. The structure and responsibilities of the personnel of the organization…….…… 11

Conclusion……...15
List of sources used…….16
Applications……..17

ApplicationAND

**Sample design of graphic material**

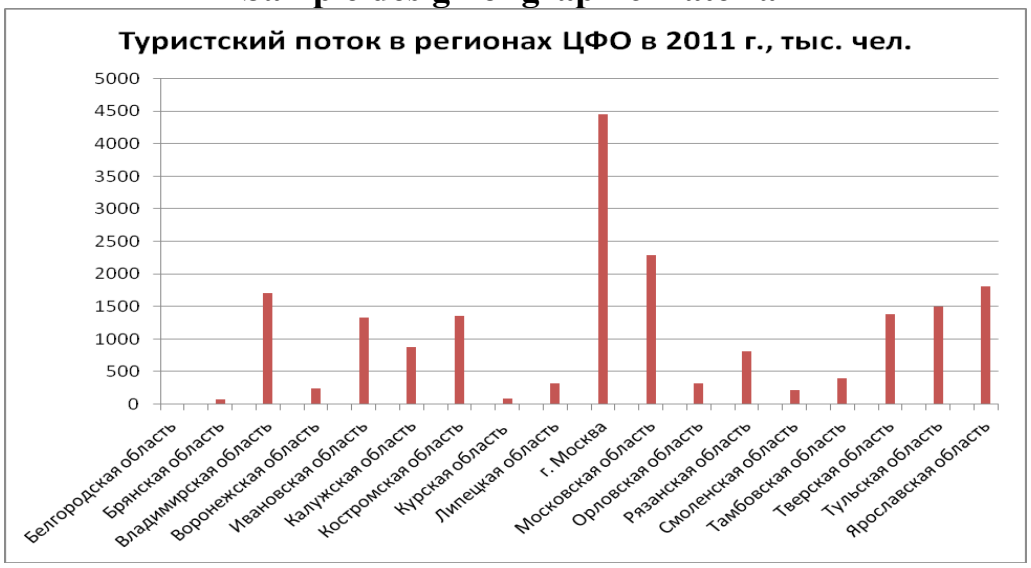



Figure 1 - Distribution of the tourist flow by regions of the Central Federal District




Figure 2 - Animation management structure

Annex H

**Sample table design**

Table 1.

Museums of the Yamalo-Nenets Autonomous Okrug

| No. p / p | Locality name | Name of institution | Address, phone |
|---|---|---|---|
| **Salekhard** | | | |
| 1. | Salekhard | District Museum and Exhibition Complex named after I.S. Shemanovsky | st. Chubynina, 38, tel. (34922) 3-05-19 |
| 2. | Salekhard | Museum-apartment of L. Laptsuy | st. Komsomolskaya, 40, apt. 1, tel. 4-73-81 |
| **Labytnangi** | | | |
| 3. | Labytnangi | City Museum of Local Lore | st. School, 9, tel. (34992) 5-32-36 |
| **Nadymsky district** | | | |
| 4. | Nadym | Nadym Museum of Archeology and History | Leningradsky Ave., 11, tel. (34995) 4-04-00 |
| 5. | Nadym | Nadym Ecological and Methodological Center "House of Nature" | Parkovy proezd, 1, tel. (34995) 4-18-60, 3-68-60 |
| **Yamal region** | | | |
| 6. | p.Yar-Sale | Yamal Regional Museum (MUK) | st. Hoodie Seroko, 18, tel. (34996) 2-74-58, 3-04-58 (fax) |
| **Priuralsky district** | | | |
| 7. | Aksarka village | Priuralsky Museum of Local Lore | st. Pervomayskaya, 28, tel. (34993) 2-24-43 |
| 8. | Gornoknyazevsk | Natural-ethnographic complex | |
| **Shuryshkarsky district** | | | |
| 9. | n. Muzhi | Shuryshskar District Historical and Local Lore Complex | st. Komsomolskaya, 9, tel. (34994) 2-12-57 |
| 10. | Khanty-Muzhi village | Khanty-Muzhevsky park-museum "Zhivun" | st. Komsomolskaya, 9, tel. (34994) 2-12-57 |
| 11. | Ovgort settlement | Ovgort Museum of Local Lore | tel. 07 or 8(349294) 6-72-42 |