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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"

APPROVE
Vice-President
for International Affairs
_____ /Yu.D. Davydova/
"15" февраля 2024

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
"15" февраля 2024

FINAL STATE EXAMINATION PROGRAMM

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2024

Developer(s):

Head of the Department of Management
Candidate of Economic Sciences, Associate Professor /E.E. Alenina/

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

Ph.D., Associate Professor. /S.V. Bolotnikov/

Senior Lecturer /I.S. Koshel/

Agreed:

Head of the Department "_Management_",
Ph.D. /E.E. Alenina/

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1. The purpose and objectives of the state final certification

Purpose State final certification is to establish compliance of the results of students' mastery of the educational program developed at the Moscow Polytechnic University with the requirements of the Federal State Educational Standard of Higher Education in the field of study 38.03.02 Management.

Tasks state final certification:

– have a systematic understanding of the tools of analysis and product management, marketing communications tools and their features of use, structures and development trends of the Russian and world economy;

– understand the features of the development and use of marketing in Russia, use marketing tools when entering foreign markets, realize the importance of corporate social responsibility and business ethics, understand and use the diversity of economic processes, their connections with other processes occurring in society, to improve the efficiency of the enterprise;

– have an idea of the priority directions for the development of the national economy and the prospects for the technical, economic and social development of the relevant industry and enterprise;

2. Place of state final certification in the structure of the EP

State final certification is carried out by state examination commissions in order to determine the compliance of the results of students' mastery of the main educational program with the relevant requirements of the federal state educational standard in the field of bachelor's training 38.03.02 “Management”, approved by order of the Ministry of Education and Science of the Russian Federation dated 08/12/2020 No. 970 (Registered with the Ministry of Justice of Russia on August 25, 2020 No. 59449).

A student who does not have academic debt and has fully completed the curriculum or individual curriculum for the educational program of higher education in the direction of 38.03.02 Management is allowed to take part in the state final certification.

3. Structure of the state final certification (SFA)

Block 3 “State Final Certification” includes the defense of the final qualifying work, including preparation for the defense procedure and the defense procedure, as well as preparation for and passing the state exam.

State final certification of students in the field of study 03/38/02 Management is carried out in the form of: defense of final qualifying work.

4. Planned results of mastering the educational program, controlled during the state final certification

Competency code	Contents of competence	Type of state inspection used to control development
Organizational and managerial activities		

General cultural competencies		
UK-1.	Ability to search, critically analyze and synthesize information, apply a systematic approach to solve assigned problems	Final qualifying work
UK-2.	The ability to determine the range of tasks within the framework of a set goal and choose the best ways to solve them, based on current legal norms, available resources and limitations	Final qualifying work
UK-3.	Ability to carry out social interaction and realize one's role in a team	Final qualifying work
UK-4.	Ability to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign language(s)	Final qualifying work
UK-5.	Ability to perceive the intercultural diversity of society in socio-historical, ethical and philosophical contexts	Final qualifying work
UK-6.	The ability to manage your time, build and implement a trajectory of self-development based on the principles of lifelong education	Final qualifying work
UK-7	The ability to maintain the proper level of physical fitness to ensure full social and professional activities	Final qualifying work
UK-8.	The ability to create and maintain safe living conditions in everyday life and professional activities to preserve the natural environment, ensure sustainable development of society, including in the event of the threat and occurrence of emergencies and military conflicts	Final qualifying work
UK-9.	Ability to use basic defectological knowledge in social and professional spheres	Final qualifying work
UK-10.	Ability to make informed economic decisions in various areas of life	Final qualifying work
UK-11.	Ability to form intolerant attitude towards corrupt behavior	Final qualifying work
General professional competencies		
OPK-1	Ability to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory	Final qualifying work
OPK-2	Ability to collect, process and analyze data necessary to solve assigned management tasks using modern tools and intelligent information and analytical systems	Final qualifying work
OPK-3	The ability to develop sound organizational and management decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and evaluate their consequences	Final qualifying work
OPK-4	Ability to identify and evaluate new market opportunities, develop business plans for the creation and development of new activities and organizations	Final qualifying work
OPK-5	Ability to use modern information technologies and software when solving professional problems, including managing large amounts of data and their intelligent analysis	Final qualifying work
OPK-6	The ability to understand the principles of operation of modern information technologies and use them to solve professional problems	Final qualifying work
Professional competencies		

PC-1	The ability to regulate the processes of organizational units or develop administrative regulations for organizational units	Final qualifying work
PC-2	Ability to design and implement cross-functional organizational processes	Final qualifying work
PK-3	Ability to identify and engage with stakeholders	State exam
PC-4	Ability to prepare for implementation, monitor parameters and evaluate the success of changes carried out in the organization	Final qualifying work
PK-5	Ability to collect information about business problems and identify business opportunities for the organization	Final qualifying work
PK-6	The ability to formulate possible solutions based on target indicators developed for them, as well as to analyze, justify and select solutions	Final qualifying work

As a result of mastering the educational program, the graduate must:

have a system view about tools for analysis and product management, marketing communications tools and their features of use, about structures and development trends of the Russian and world economy;

understand features of the development and use of marketing in Russia, the use of marketing tools when entering foreign markets, the concept of corporate social responsibility and business ethics, the diversity of economic processes in the modern world, their connection with other processes occurring in society;

have an idea on priority directions for the development of the national economy and prospects for the technical, economic and social development of the relevant industry and enterprise;

know:

- how the innovation process functions;
- how to choose an optimal innovation strategy for an enterprise;
- structure of the organization of innovative management at the enterprise;
- modern practical techniques of innovative management;
- organizational forms of innovative activity;
- sources and forms of financing innovations;
- basic techniques for examining innovative projects;
- methods for calculating the economic efficiency of projects and investments;

be able to:

- choose specific areas of innovation activity;
- draw up a business plan for an innovative project;
- develop an innovative business strategy;
- develop a risk management strategy;
- analyze socially significant problems and processes occurring in society and predict their possible development in the future;
- use regulatory legal documents in their activities;
- draw up a plan for an innovative project;
- carry out economic calculations on the main indicators of the effectiveness of innovative projects;
- economically justify the effectiveness of innovative projects;

own:

-theory and methodology of innovative activity in an enterprise;

-experience in analytical and research activities;

-experience in developing design solutions in the field of professional activities;

- experience in preparing proposals and activities for the implementation of developed projects and programs;

- experience in choosing a course of action and forming an innovative strategy for an enterprise;

- experience in drawing up a business plan for an innovative project;

- experience in constructing a network schedule to implement the developed program to achieve the final goal.

5. Requirements for final qualifying work, the procedure for its preparation and presentation

5.1. Procedure for preparing final qualifying work

First requirement– relevance and practical significance (value) of VKR for the market economic system;

second requirement– a systematic approach to solving problems determined by the topic studied in the WRC;

third requirement– application of computer technologies for collecting, processing and analyzing information used in scientific research, carrying out analytical calculations, forecasting, strategic and operational planning;

fourth requirement– the presence of elements of a creative approach and innovative management technologies in the development and implementation of project proposals.

Defense of a final qualifying thesis is a form of state final certification of a bachelor. Final qualifying work (GKR) – this is the final independent work of the student, which is based on theoretical and practical knowledge and skills acquired by the student during the period of study.

Writing a final qualifying work is carried out after completing a course of study, completing pre-graduation practice, students completing course projects, coursework and tests, passing test assignments, exams and tests in economic, financial, and information disciplines. The manager's final qualifying work must demonstrate acquired skills in practical analysis of management problems, calculations and development of a project to improve management.

The scientific supervisor of the final qualifying work, based on the materials collected during the internship, creates an assignment for the graduate work, which is approved by the head of the graduating department. The scientific supervisor of the graduate work is appointed as the head of the pre-graduate practice. At the end of the pre-diploma internship, the student submits a report, which must contain all the necessary materials for completing the diploma project. The report is accepted by the head of the research and development committee, pre-evaluated and sent for defense to the internal department commission appointed by the head of the department.

In addition, the head of the Research and Development Committee:

- in accordance with the topic of the graduate work, takes part in resolving issues regarding the organization and completion of pre-graduation internship;

- formulates the tasks on the basis of which materials for the graduate work are

collected and the content of the report for the internship period is compiled (through an approved assignment for pre-graduation practice);

- together with the graduate (diploma student), draws up a calendar work schedule for the entire period of diploma design;

- recommends to the student the necessary literature, reference and archival materials, standard projects and other sources on the topic of research and development work;

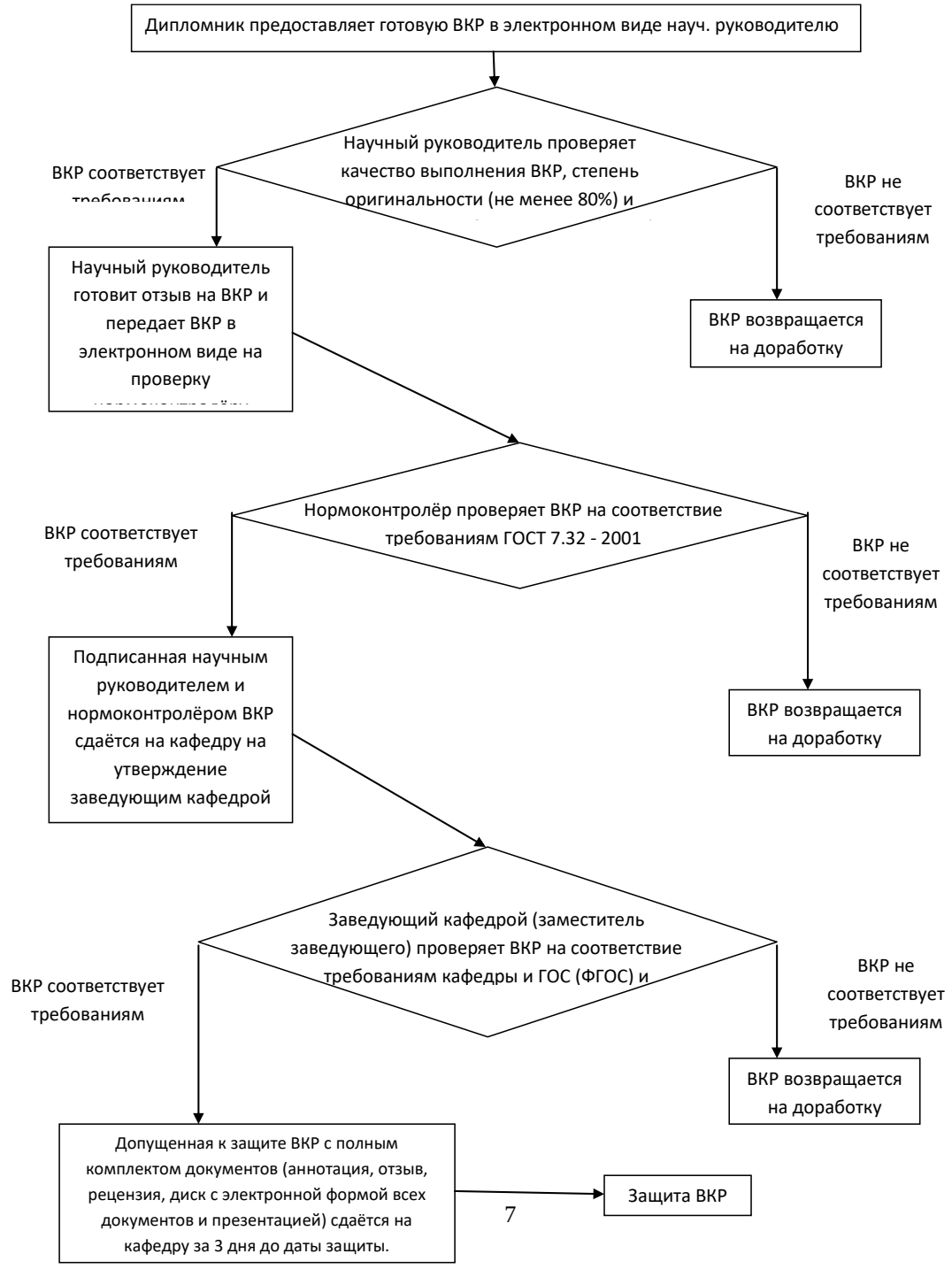
- conducts systematic consultations on pre-diploma practice and graduate work; provides the graduate with the necessary assistance in solving the problems of the graduate work;

- together with the graduate student, he is responsible for the completion of the assignment and the originality of the thesis;

- determines the student's readiness to defend the thesis;

- gives a written review of the WRC, which is submitted to the State Attestation Committee.

The process of admitting VRC to protection is presented in Figure 1.



5.2. Requirements for final qualifying works, including the volume, content and design of the thesis

The final qualifying thesis is an independent and logically completed work related to solving problems of the type of activity for which the bachelor is preparing: organizational and managerial, information and analytical, entrepreneurial..

Preparation and protection. The final qualifying work presupposes that the student has the skills and abilities to formulate and solve problems, systematically analyze general trends and specific situations in the field of management and control, and master the methodological apparatus that allows one to research, analyze and predict phenomena in the field of management and control. When performing a final qualifying work, the student demonstrates the skills of independently solving at the modern level problems related to his professional activity, professional presentation of special information, scientific argumentation and defense of his point of view.

The final qualifying work is the result of a bachelor's scientific and applied research.

The final qualifying work must demonstrate the ability and skill of the author:

- conduct qualified research on a topic relevant to modern management and management;
- discover the connection between theory and practice within a specific research topic;
- search and process information from various types of sources;
- carry out statistical processing of data and analyze the results obtained;
- draw substantiated conclusions based on the research results that have novelty and practical significance.

Control forfinal qualifying work is carried out by the supervisor and the graduating department.

The final qualifying work must contain the following structural elements and in the following order:

- title page;
- table of contents;
- introduction;
- main part;
- conclusion;
- bibliography;
- applications.

Introduction contains:

- justification for choosing the topic;
- purpose and objectives of the study;
- definition of the object and subject of research;
- a brief review of the literature on the topic, allowing one to determine the position of the work in the general structure of publications on this topic;
- characteristics of the methodological apparatus of the study;
- formulation of the main research hypotheses;
- basis of novelty and theoretical and practical significance

research results;

- a brief description of the structure of the work.

The presentation of material in the work should be consistent and logical. All sections must be interconnected. Particular attention should be paid to logical transitions from one section to another, from paragraph to paragraph, and within a paragraph - from question to

question.

The presentation of material on this problem must be specific, and it is important not just a description, but a critical analysis of the available data. When presenting controversial (contradictory) decisions in the work, it is necessary to cite the opinions of various scientists and practitioners. If the work critically examines the point of view of one of them, his thoughts should be presented without abbreviations, i.e. provide quotations, formatting them taking into account the rules of citation. It is mandatory, in the presence of different approaches to solving the problem under study, to compare the recommendations contained in existing instructional materials and the works of various authors. Only after this should you justify your opinion on a controversial issue or agree with one of the existing points of view, putting forward appropriate arguments in each case.

Registration of VKR

The volume of the WRC is 70-90 pages of typewritten standard text. The design of the VKR must comply with GOST 7.32-2001 and GOST 2.105-95.

Pages of the thesis text, illustrations and tables included in the final work must comply with A4 format in accordance with GOST 9327.

The final qualifying work must be completed in any printed way on one side of a sheet of white A4 paper with one and a half spacing. The font color must be black, the height of letters, numbers and other characters must be at least1.8 mm(point size 12-14). The text of the final work should be printed, observing the following margin sizes: right -10 mm, top -20 mm, left and bottom -20 mm.

It is allowed to use computer capabilities to focus attention on certain terms, formulas, theorems, using fonts of different typefaces.

Regardless of the method of completing the final work, the quality of the printed text and the design of illustrations, tables, and PC printouts must satisfy the requirement of their clear reproduction.

When performing final work, it is necessary to maintain uniform density, contrast and clarity of the image throughout the text. It is not allowed to leave blank lines at the end of a page, with the exception of blank lines at the end of a section. The final work must contain clear, unblurred lines, letters, numbers and symbols.

Typos, clerical errors and graphic inaccuracies discovered during the preparation of the work may be corrected by erasing or painting over with white paint and applying the corrected text (graphics) in the same place using a typewritten method or with black ink, paste or ink - handwriting.

Damage to sheets of text documents, blots and traces of incompletely removed previous text (graphics) are not allowed.

The main part of the work should be divided into sections, subsections and paragraphs. Points, if necessary, can be divided into sub-points. When dividing the text of a work into paragraphs and subparagraphs, it is necessary that each paragraph contains complete information.

Sections, subsections, paragraphs and subparagraphs should be numbered in Arabic numerals and written in paragraph indentation.

The sections of the thesis include content, introduction, chapters, conclusion, list of sources used, and appendices.

It is allowed to make drawings, graphs, diagrams, diagrams using computer printing. Photographs smaller than A4 size must be pasted onto standard sheets of white paper.

Illustrations, with the exception of illustrations of applications, should be numbered

consecutively in Arabic numerals. All illustrations are called Drawing and numbered.

If there is only one picture, then it is designated “Figure 1”. The word “drawing” and its name are placed in the middle of the line. It is allowed to number illustrations within a section. In this case, the illustration number consists of the section number and the serial number of the illustration, separated by a dot. For example, Figure 1.1.

Illustrations, if necessary, may have a title. The word “Figure” and the name are placed after the illustration and placed in the center.

Illustrations of each application are designated by separate numbering in Arabic numerals with the addition of the application designation before the number. For example, Figure A.3. When referring to illustrations, you should write “... in accordance with Figure 2” for continuous numbering and “... in accordance with Figure 1.2” when numbering within a section. Abbreviations of the word picture when referenced in the text are unacceptable.

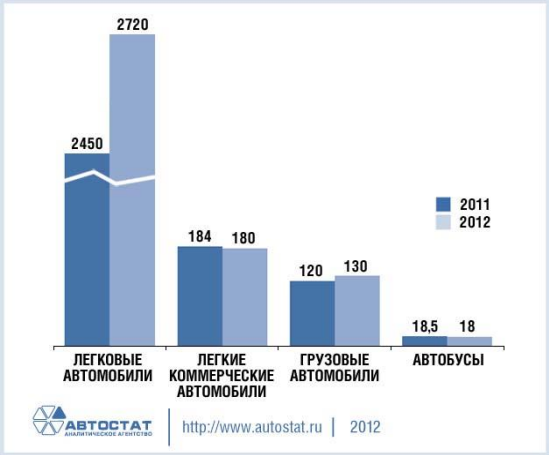


Figure 2 – Automotive market development forecast

Tables are used for better clarity and ease of comparison of indicators. The title of the table, if available, should reflect its content, be accurate, and concise. The title of the table should be placed above the table on the left, without indentation, on one line with its number separated by a dash. When moving part of a table, the title is placed only above the first part of the table; the lower horizontal line limiting the table is not drawn. The table should be placed in the final work immediately after the text in which it is mentioned for the first time, or on the next page. All tables must be referenced in the final work. When making a reference, you should write the word “table” indicating its number, without putting a number sign (№).

A table with a large number of rows can be transferred to another sheet (page). When transferring part of the table to another sheet, above the other parts on the right, write the word “Continuation of the table” and indicate the table number, for example: “Continuation of table 1”. When transferring a table to another sheet (page), the title is placed only above its first part. If the rows or columns of the table go beyond the page format, it is divided into parts, placing one part under the other or next to it, and in each part of the table its head and side are repeated. When dividing a table into parts, it is allowed to replace its head or side with the number of columns and rows, respectively. In this case, the columns and (or) rows of the first part of the table are numbered with Arabic numerals.

If the text repeated in different lines of a table column consists of one word, then after the first writing it can be replaced with quotation marks; if it consists of two or more words, then at the first repetition it is replaced with the words “The same”, and then with quotation marks. Putting quotation marks instead of repeating numbers, marks, signs, mathematical

and chemical symbols is not allowed. If digital or other data is not given in any row of the table, then a dash is placed in it.

Example of table design.

Table 1 – Dynamics of car market capacity in Russia for 2012-2015.

in billions of rubles

Head	Headings graph			
				Subheadings
Heading box	Graphs (columns)	Graphs (columns)	Graphs (columns)	Graphs (columns)

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

Equations and formulas should be separated from the text on a separate line. At least one free line must be left above and below each formula or equation. If the equation does not fit on one line, then it must be moved after the equal sign (=) or after the plus (+), minus (–), multiplication (x), division (:), or other mathematical signs, with the sign in repeat at the beginning of the next line. When transferring a formula to a sign symbolizing the multiplication operation, use the “X” sign.

An explanation of the meanings of symbols and numerical coefficients should be given directly below the formula in the same sequence in which they are given in the formula. Formulas in the final work should be numbered sequentially throughout the entire work in Arabic numerals in parentheses at the extreme right of the line.

Example

A=a:b, (1)

V=s:e. (2)

One formula is designated – (1).

Formulas placed in appendices must be numbered separately in Arabic numerals within each appendix with the appendix designation added before each digit, for example formula (B.1). References in the text to serial numbers of formulas are given in parentheses. An example is in formula (1).

The application is drawn up as a continuation of the work on its subsequent sheets or issued as a separate section of the work.

All applications must be referenced in the text of the work. Applications are arranged in the order of references to them in the text of the work. Each application should begin on a new page with the word “Attachment” at the top center of the page.

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

Applications are designated in capital letters of the Russian alphabet, starting with A, with the exception of the letters E, 3, I, O, CH, ь, ы, Ъ. The word “Application” is followed by a letter indicating its sequence.

It is allowed to designate applications using letters of the Latin alphabet, with the exception of the letters I and O.

In the case of full use of the letters of the Russian and Latin alphabets, it is allowed to designate applications with Arabic numerals.

If there is one application in the final work, it is designated “Appendix A”.

All annexes must be referenced in the main body of the document, and the table of

contents lists all annexes with their number and title.

Bibliographic reference is a set of bibliographic information about another document (its component part or group of documents) cited, considered or mentioned in the text of the final work, necessary for its general characteristics, identification and search.

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

Interlinear references to sources are used in the text of the final work when references are needed during reading, and it is impossible or undesirable to place them inside the text, so as not to complicate reading and not to complicate searches when making inquiries.

References to applied computer technologies. If any computer technologies were used in the process of working on the work or in preparing and designing it, this can be indicated either directly in the text of the work or in a special appendix. For example: When preparing illustrative material, the Corel Draw graphics package was used;

The text was prepared in the Microsoft ® Word text editor; Calculations were carried out using Excel.

Literal borrowing of text or concepts from works without references to them is not permitted and may be grounds for removing the work from protection and issuing an unsatisfactory grade.

5.3.The procedure for defending a final qualifying work

Prepared final qualifying work, signed by the student, previewed and signed by the head of the research and development committee. The supervisor, in the form of a written review, gives his assessment of the relevance, the degree of solution of the assigned tasks, the degree of independence and initiative of the student, to formulate and set the tasks of his activities when performing the work; the possibility of using the results obtained in practice, the student’s compliance with the specialist’s qualifications is assessed. If the work is performed at a low level and does not meet the requirements, then the manager does not allow it to be protected. At the end of the review, the manager must note whether the VKR is allowed or not allowed to defend. Admission or non-admission to defense is the main meaning of the review of the supervisor.

The supervisor's review is submitted to the State Attestation Committee and read out during the defense of the final qualifying work.

The student - the author of the admission work - is responsible for the decisions made in the examination and for the accuracy of all information. He confirms this with a signature at the end of the examination document on the last page of the conclusion. The scientific supervisor and the graduate student are jointly and severally responsible for:

- originality of the text of the WRC (at least 70%);
- compliance of the WRC with the task;
- compliance with design standards (in accordance with GOST).

The normative controller is responsible for compliance of the design with GOST standards.

At the same time, the head of the department is responsible for the compliance of the diploma project with the requirements of the standard of the direction/specialty.

Final qualifying work must undergo a regulatory control procedure. The purpose of standard control is to check the compliance of the design of the work permit with the requirements of GOST and other regulatory documentation. The final work is provided to the normative inspector in full readiness and completeness with the signature of the work supervisor and, if the result is positive, it is submitted to the manager for signature. department. Changes and corrections indicated to the author by the normative inspector and related to violations of current standards and other regulatory documents are required to be included in the controlled work.

Based on the materials of the final qualifying work, the visa of the normative controller and the review of the head, the head of the department decides on the issue of admission to the defense of the thesis and sends it for review.

The review of the thesis must contain the following main provisions. The reviewer evaluates the relevance of the topic of the final qualifying work, the correctness of the formulation of problems, the completeness of their solution, as well as the methods used for this. The review of the research project analyzes the quality of the work done, the reliability of the results of the research, and indicates its practical value. The main advantages and disadvantages of the work are also stated in the review. The final qualifying work is reviewed by the reviewer from the point of view of correctness of formatting. It should be noted that the review must contain specific comments, supported by links to the pages of the project being reviewed. In the conclusion, it is necessary to indicate whether the research project meets the requirements and what assessment it deserves.

The review is signed by the head (deputy head) of the enterprise on the basis of which the research and development work was carried out. If there is no pre-graduation practice in the curriculum and, as a result, it is tied to a specific enterprise, the department appoints a third-party reviewer (the list of reviewers is approved by order of the rector of the university). The review is signed by the reviewer indicating his academic degree, academic title, position and place of work. The signature must be certified by the seal of the organization.

A peer-reviewed thesis is allowed to be defended. The date of defense is communicated to the student upon receipt of the department head’s visa (the review and review are not filed with the thesis).

Missing the day of defense is allowed only in exceptional cases for a valid reason (illness), about which the student must inform the department in writing before the end of the work of the State Examination Committee, attaching supporting documents. The department has the right to verify the authenticity of the submitted documents by requesting their authenticity from the authority that issued the document.

The composition of the State Examination Committee is determined by the head of the graduating department and is formalized by order of the rector of the university. It is formed by 8 people from specialists from enterprises, research institutes, leading teachers of the graduating department, and representatives of other departments.

The student’s presentation at the defense lasts 7-10 minutes; in his report, the student reflects the relevance of the chosen topic and the main results obtained in the thesis design process. The defense of the research and development work must be supported by a

multimedia presentation. The presentation is performed in the PowerPoint software shell. The content and number of slides of the presentation are determined by the student in accordance with the content of the thesis and approved by the supervisor.

After defending the thesis, posters or a disk (floppy disk) with the presentation are submitted by students to the department of diploma documentation of the university, and an electronic copy of the thesis is transferred to the department. The electronic copy is submitted in the following form: Directory - the name of which is the student's last name, the directory contains the file (or files) of the diploma project, the annotation file of the diploma project, the presentation file of the diploma project (if the defense took place with posters, the poster project), the details file (full name of the student , full name of the supervisor, direction/specialty, year of graduation, title of the thesis topic, telephone or e-mail for contact). A contact phone number or address is indicated to contact the student in case his project wins various types of competitions.

The final qualifying work is not allowed to be defended if:

- it is not completed in full and does not correspond to the task;
- the depth of study of sections and questions does not meet the requirements of the department and the standard of the specialty;
- the graduate is not prepared (not admitted) to defend the thesis.

The decision to not allow a student to defend his thesis is made at a meeting of the graduating department, in the presence of the student and the project leader, and then approved by the director of the institute.

Based on this decision of the department, by order of the rector, the student is expelled from the university and is given the opportunity to finalize the thesis over the next three years and submit it for defense.

5.4. Assessment of the development of competencies in higher education qualifications in accordance with the standard of the Federal State Educational Standard for Higher Education in the direction of 38.03.02 – Management

Competency code	Assessment of the level of competence development (delete what is unnecessary)	**List of planned learning outcomes in the discipline**
Ability to search, critically analyze and synthesize information, apply a systematic approach to solve assigned problems (UK-1)	Not formed (0) Below average (3) Medium (4) High (5)	The student's ability to logically and structuredly form judgments and conclusions within the framework of the thesis, as well as in speeches at the defense of the thesis. The presence of logically structured conclusions and proposals in the WRC.
The ability to determine the range of tasks within the framework of a set goal and choose the best ways to solve them, based on current legal norms, available resources and limitations (UK-2)	Not formed (0) Below average (3) Medium (4) High (5)	The student's ability to analyze historical dynamics on a selected issue. The presence in the theoretical part of the thesis of a review of the development of management thought on the chosen research topic.

Ability to carry out social interaction and realize one's role in a team (UK-3)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of calculations of economic efficiency and feasibility of author's proposals in the WRC.
Ability to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign language(s) (UK-4)	Not formed (0) Below average (3) Medium (4) High (5)	The English version of the abstract for the final qualifying work is evaluated. The degree to which the graduate's answers correspond to the essence of the questions asked from members of the State Attestation Committee on the topic of the final qualifying work is assessed.
Ability to perceive intercultural diversity of society in socio-historical, ethical and philosophical contexts (UC-5)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of a positive review from the supervisor on the graduate's thesis. The presence in the bibliography of the final qualifying work of sources that have social, ethnic, religious and cultural differences. Absence in the topic and content of the final qualifying work of signs of intolerance to social, ethnic, religious and cultural differences.
The ability to manage your time, build and implement a trajectory of self-development based on the principles of lifelong education (UK-6)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of submitted thesis submitted on time. Compliance with the milestone time frames established by the department in the process of writing the thesis. Availability of clearly formulated main theses of the WRC in the text of the speech and handouts.
The ability to maintain the proper level of physical fitness to ensure full-fledged social and professional activities (UK-7)	Not formed (0) Below average (3) Medium (4) High (5)	Students do not have systematic absences from classes and meetings with their supervisor.
The ability to create and maintain safe living conditions in everyday life and professional activities to preserve the natural environment, ensure sustainable development of society, including in the event of the threat and occurrence of emergencies and military conflicts (UK-8)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of safety instructions.
Ability to use basic defectological knowledge in social and professional spheres(UK-9)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of references and/or footnotes to normative and legal acts on the topic of research in the thesis.
Ability to make informed economic decisions in various areas of life (UK-10)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the WRC of a description of the social effectiveness of the proposed activities and a description of possible risks.

Ability to form an intolerant attitude towards corrupt behavior (UK-11)	Not formed (0) Below average (3) Medium (4) High (5)	As part of the final qualifying work, a detailed plan of proposed activities, taking into account the topic of the work, calculation of the number of required personnel, a list of those responsible for key areas of implementation of the proposed activities.
Ability to solve professional problems based on knowledge (at an intermediate level) of economic, organizational and management theory (OPK-1)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of a well-prepared and structured report on the topic of the WRC, covering all the key theses of the WRC.
Ability to collect, process and analyze data necessary to solve assigned management tasks using modern tools and intelligent information and analytical systems (OPK-2)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of a financial analysis of the research object in the research project, carried out in accordance with the requirements of the department.
Ability to develop well-founded organizational and management decisions taking into account their social significance, facilitate their implementation in a complex and dynamic environment and evaluate their consequences (OPK-3)	Not formed (0) Below average (3) Medium (4) High (5)	Application of classical and/or modern decision-making methods within the framework of WRC.
Ability to identify and evaluate new market opportunities, develop business plans for the creation and development of new activities and organizations (OPK-4)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of a scientific research document of a list of references of the established standard
Ability to use modern information technologies and software when solving professional problems, including managing large amounts of data and their intelligent analysis (OPK-5)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of a personnel profile of the research object in the research project.
The ability to understand the principles of operation of modern information technologies and use them to solve professional problems (GPC-6)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the WRC of an analysis of conflict situations, their causes and proposals for reducing the level of conflict in the organization. If there is no correspondence between the focus of the final qualifying work and a specific competency, this competency is tested as part of a state exam.
Ability to regulate the processes of organizational units or develop administrative regulations for organizational units (PC-1)	Not formed (0) Below average (3) Medium (4) High (5)	Application of strategic analysis methods in WRC. If there is no correspondence between the focus of the final qualifying work and a specific competency, this competency is

		tested as part of a state exam.
Ability to design and implement cross-functional organizational processes(PC-2)	Not formed (0) Below average (3) Medium (4) High (5)	As part of the final qualifying work, the graduate's proposals for the use of modern asset management methods and proposals for investment management are assessed. If there is no correspondence between the focus of the final qualifying work and a specific competency, this competency is tested as part of a state exam.
Ability to identify and interact with stakeholders (PC-3)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of the student's proposals in the master's work, balanced with current functional strategies.
Ability to prepare for implementation, monitor parameters and assess the success of changes carried out in the organization (PC-4)	.Not formed (0) Below average (3) Medium (4) High (5)	The presence in the WRC of a project for the implementation of technological, organizational, product changes. If there is no correspondence between the focus of the final qualifying work and a specific competency, this competency is tested as part of a state exam.
Ability to collect information about business problems and identify business opportunities for the organization (PC-5)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the WRC of proposals for the creation of a mechanism for monitoring the proposed activities, indicating the forms of control and the timing of their implementation. If there is no correspondence between the focus of the final qualifying work and a specific competency, this competency is tested as part of a state exam.
The ability to formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions (PC-6)	Not formed (0) Below average (3) Medium (4) High (5)	Assessing the quality of proposals using graphs, roadmaps, notations, diagrams in the text of the work and applications.
TOTAL (total points)		The amount of points accumulated is displayed *
Average score		Average score is shown (total score divided by 23)
Level of originality of the final qualifying work text		At least 70%
The final qualifying work testifies to the professional level of preparation. Last name,		

first name, patronymic, meets (does not meet) all the requirements for final qualifying works, can (cannot) be allowed to be defended, deserves (does not deserve) a high mark, and its author - the award of a degree Bachelor in 38.03.02 – Management

1) ***If there is an entry "not formed" for at least one competency, this indicator is not calculated and 0 points are given.***
2) ***If there is no correspondence between the focus of the final qualifying work and a specific competency, this competency is tested as part of a state exam.***

5.5 Structure of the final qualifying work.

It is necessary to adhere to the following structure of the thesis:

- title page;
- assignment to perform high-tech research;
- content;
- introduction;
- 3 chapters;
- conclusion;
- list of used literature;
- applications;
- annotation.

5.6 Guidelines for completing the main sections of the final qualifying work.

Introduction

The introduction substantiates the relevance of the chosen topic of the final qualifying work and its significance for the enterprise. When justifying the relevance of the topic, references should be made to specialized literature, domestic and foreign experience on the problem being studied. At the same time, the purpose and objectives of the research project are clearly formulated regarding a specific object of study.

The introduction should reflect on the basis of what information the final qualifying work was carried out, what methods were used to collect and process materials. The volume of administration should not exceed 2% of the total volume of VCR.

Chapter 1. Theoretical research

The first chapter of the VKR discusses the theoretical issues of the problem under study.

This chapter makes up 25% of the WRC.

Chapter 2: Analysis of the main production activities of the enterprise (organization)

The second chapter of the research work involves analyzing the current state of affairs at a given enterprise (organization) and identifying the characteristic features of the functioning of the object of study.

This part of the WRC may have the following structure (EXAMPLE):

2.1. "Characteristics of the enterprise and its products", which includes the following questions:

- organizational and economic characteristics of the enterprise (organizational and legal form, organizational management structure, mission of the organization,

development strategy and the degree of their implementation, characteristics of products (services), as well as consumers, communication channels, etc.);
- a brief technical and technological description of the enterprise (location, occupied space, diagrams of technological equipment);
- prospects for the development of the enterprise;
- analysis of the results of production and economic activities of the enterprise;
- analysis of the state of affairs at the object under study on the topic being studied;
- Features of solving problems on the topic of the thesis at the present time.

2.2. "Analysis of the economic potential and financial condition of the enterprise," including a comprehensive economic analysis for the last two to three reporting years. This section should address the following questions:

- analysis of the external and internal environment of the enterprise (organization);
- analysis of the organizational and technical level of production;
- analysis of the quality of products (works, services);
- analysis of the volume of production and sales of products, sales volume;
- analysis of the use of fixed production capital and equipment;
- analysis of the use of material resources;
- analysis of the use of the wage fund;
- labor productivity analysis;
- analysis of the efficiency of economic activities.

The purpose of analyzing the economic potential and financial condition of an enterprise is a general economic assessment of trends, identifying deviations and shortcomings in the production and economic activities of the enterprise, identifying development problems and the reasons for the existing state of the research object.

An analysis of the economic potential and financial condition of an enterprise should contain: main indicators of financial condition; analysis of liquidity and solvency indicators; turnover, business activity and efficiency of the enterprise, financial stability; a general assessment of the work and effectiveness of the financial and economic activities of the enterprise.

To quantitatively characterize trends and dependencies, one should use the method of graphical analysis, correlation, comparison, groupings,factor analysis, modeling.

In the process of analysis, graphical means of displaying information are used: functiograms, sociograms, histograms, line graphs, diagrams, diagrams, flowcharts of algorithms.

As a result of the analysis, reasoned conclusions about the state of the object under study should be formulated,supported by practical examples and market research, on the basis of which, it will be possible to propose specific measures to improve the efficiency of the functioning of this organization.

2.3. "Analysis of a separate area of activity of an enterprise (organization) or division" related to the topic of research and development work. This section should contain an analysis and assessment of a separate area of activity (managerial, marketing, investment, innovation, foreign economic, logistics, advertising, etc.), or individual divisions and services (transport, repair, energy, etc.).

Depending on the goals of the WRC, the direction of analysis can be shifted towards institutional-legal, socio-economic, financial, technical-economic, environmental-economic components.

Materials for analysis can be enterprise work plans, annual reports, financial statements, statistical reporting and other official documentation studied by the graduate student during pre-graduation internship, as well as the results of their own sociological, marketing and other research.

Based on the analysis of the enterprise's activities, graphs are drawn up showing the dynamics of production of products (services) in physical and value terms, diagrams characterizing the management structure of the enterprise and its divisions, tables with calculations of the main technical and economic indicators of the enterprise's operation over the past 2-3 years, changes the values of these indicators, determining the rate of their growth (decrease).

Chapter 2 of the thesis is the main and defining topic of the diploma; its volume should be 35% of the total volume.

Chapter 3: Activities aimed at improving the management activities of an enterprise (organization) and assessing their effectiveness.

In the economic part of the research and development work, it is necessary to consider and determine ways to solve existing problems at the enterprise (if any),develop practical recommendations and measures to solve the problem posed in the final work.

This section formulates managerial, socio-psychological, organizational, technical and other measures, the basis for implementation of which is the analysis carried out in Chapter 1 of the WRC. For each proposed measure, a justification for its feasibility must be given, its contents must be outlined in detail, the necessary calculations must be made to prove its effectiveness, and a plan for its implementation must be developed.

The content of this chapter is determined by the need to justify it in terms of obtaining a social, managerial or economic effect from the implementation of proposed measures to improve the management activities of the enterprise.

The main requirement for this section of the final work is that it must provide a justification for the socio-economic efficiency of the implementation of the proposed measures. Why do you need to make a calculation?changes in the main financial and economic indicators of the enterprise's economic activity, obtained as a result of the implementation of measures and recommendations proposed by the student in the economic part of the thesis.

To calculate the socio-economic efficiency of the proposed measures, a methodology must be selected and justification for its use must be given.

Assessment of the effectiveness of the proposed activities may cover the following groups of indicators in the following areas:

- calculation of the cost-effectiveness of the proposed activities;
- quality, timing of activities, their impact on real production and service processes;
- determining the development prospects of the enterprise (organization);
- assessment of the performance of management personnel in implementing recommendations;
- justification for increasing sales volumes and increasing the competitiveness of products;
- assessment of changes in the quality indicators of the enterprise (enterprise image, potential, organizational culture);

– assessment of the social effectiveness of measures and developed solutions.

Specific approaches to calculating the effectiveness of measures depend on the direction of research chosen in the WRC.

Thus, if solutions are proposed to introduce new types of services and/or forms of their promotion, improve the pricing strategy (use of discounts, discount cards, etc.), conduct advertising events, provide additional types of services to clients (delivery of goods to clients by own transport, creation of favorable conditions use of services, warranty service, etc.), for the sale of related products, etc., it is advisable to calculate the possible additional volume of revenue and the amount of additional profit received as a result of the implementation of the decisions made.

The section should present and analyze expected financial indicators (liquidity, financial, business activity) and economic efficiency indicators (profitability, asset turnover, capital productivity). The analysis of the results should be carried out taking into account possible changes in the external and internal parameters of the object under study, i.e. uncertainty. One of the objectives of this section is to account for, assess and manage the situation of uncertainty and associated risks (production, financial, market, etc.)

This section makes up 35% of the WRC.

Conclusion

The final part of the WRC should contain conclusions and recommendations on the work done, a description of the identified problems and proposed measures.

The conclusions are based on a comparison of the current technical and economic indicators of the enterprise and those predicted after the implementation of the proposed measures; they provide a description of the degree to which the tasks posed during the development of the final qualifying work were solved.

The conclusions should also show other advantages associated with the implementation of the developed proposals.

The volume of the final part is 3% of the thesis volume.

List of used literature

List of used literature must contain a list of primary sources used during the work, grouped in alphabetical order or in order of mention in the text and contains at least 50 titles of literature, reflecting the topic of the thesis.

Materials from enterprises and organizations used in the thesis are also indicated in the list.

When selecting literature, it is necessary to take into account the time of its publication. Literature from the last five years should be used.

Supplements to the final qualifying work

Appendices to the final qualifying work contain additional, auxiliary information on issues discussed in the analytical and economic parts of the thesis. These can be: documents, balance sheets of the enterprise, forms, rules, flowcharts, minutes of meetings, comparative (primary) tables, etc.

Each application must have its own serial number and name. Applications are numbered (“Appendix 1”, “Appendix 2”, etc.) in the upper right corner of the sheet. In the text to the Appendix, a link must be given such as “Initial data given in Appendix 1”,

“Calculation was carried out on the basis of the tariffs specified in Appendix 2”.

annotation

The final stage of work on the WRC is the preparation of an abstract. The volume of the annotation should not exceed 1 page of typewritten text. The abstract should contain general information (name of the graduate, year of defense, name of the topic, object of the thesis) and a brief description of the thesis indicating its purpose, characteristics of the most important materials available in the analytical part, a list of main recommendations and proposals characterizing the essence and effectiveness of the study. The abstract should indicate the most interesting materials and solutions that can be used in enterprises and in the educational process. It also contains a list and brief description of the sections of the WRC.

The composition, volume, and structure of final qualifying works are required for all theses, regardless of the topic.

5.7. The procedure for defending a final qualification work.

Prepared final qualifying work, signed by the student, previewed and signed by the head of the research and development committee. The supervisor, in the form of a written review, gives his assessment of the relevance, the degree of solution of the assigned tasks, the degree of independence and initiative of the student, to formulate and set the tasks of his activities when performing the work; the possibility of using the results obtained in practice, the student’s compliance with the specialist’s qualifications is assessed. If the work is performed at a low level and does not meet the requirements, then the manager does not allow it to be protected. At the end of the review, the manager must note whether the VKR is allowed or not allowed to defend. Admission or non-admission to defense is the main meaning of the review of the supervisor.

The supervisor's review is submitted to the State Attestation Committee and read out during the defense of the final qualifying work.

The student - the author of the admission work - is responsible for the decisions made in the examination and for the accuracy of all information. He confirms this with a signature at the end of the examination document on the last page of the conclusion. The scientific supervisor and the graduate student are jointly and severally responsible for:

- originality of the text of the WRC (at least 70%);
- compliance of the WRC with the task;
- compliance with design standards (in accordance with GOST).

The normative controller is responsible for ensuring that the design complies with GOST standards.

At the same time, the head of the department is responsible for the compliance of the diploma project with the requirements of the standard of the direction/specialty.

Final qualifying work must undergo a normative control procedure. The purpose of normative control is to verify compliance of the design of the VKR with the requirements of GOST and other regulatory documentation. The final work is provided to the normative inspector in full readiness and completeness with the signature of the work supervisor and, if the result is positive, it is submitted to the manager for signature. department. Changes and corrections indicated to the author by the normative controller and related to violations

of current standards and other regulatory documents are required to be included in the controlled work.

Based on the materials of the final qualifying work, the visa of the normative controller and the review of the head, the head of the department decides on the issue of admission to the defense of the thesis and sends it for review.

The review of the thesis must contain the following main provisions. The reviewer evaluates the relevance of the topic of the final qualifying work, the correctness of the formulation of problems, the completeness of their solution, as well as the methods used for this. The review of the research project analyzes the quality of the work done, the reliability of the results of the research, and indicates its practical value. The main advantages and disadvantages of the work are also stated in the review. The final qualifying work is reviewed by the reviewer from the point of view of correctness of formatting. It should be noted that the review must contain specific comments, supported by links to the pages of the project being reviewed. In the conclusion, it is necessary to indicate whether the research project meets the requirements and what assessment it deserves.

The review is signed by the head (deputy head) of the enterprise on the basis of which the research and development work was carried out. If there is no pre-graduation practice in the curriculum and, as a result, it is tied to a specific enterprise, the department appoints a third-party reviewer (the list of reviewers is approved by order of the university rector). The review is signed by the reviewer indicating his academic degree, academic title, position and place of work. The signature must be certified by the seal of the organization.

A peer-reviewed thesis is allowed to be defended. The date of defense is communicated to the student upon receipt of the department head's visa (the review and review are not filed with the thesis).

Missing the day of defense is allowed only in exceptional cases for a valid reason (illness), about which the student must inform the department in writing before the end of the work of the State Attestation Committee, attaching supporting documents. The department has the right to verify the authenticity of the submitted documents by requesting their authenticity from the authority that issued the document.

The composition of the SAC is determined by the head of the graduating department and is formalized by order of the rector of the university. It is formed by 8 people from specialists from enterprises, research institutes, leading teachers of the graduating department, and representatives of other departments.

The student's presentation at the defense lasts 7-10 minutes; in his report, the student reflects the relevance of the chosen topic and the main results obtained in the thesis design process. The defense of the research and development work must be supported by a multimedia presentation. The presentation is performed in the PowerPoint software shell. The content and number of slides of the presentation are determined by the student in accordance with the content of the thesis and approved by the supervisor.

After defending the thesis, posters or a disk (floppy disk) with the presentation are submitted by students to the university's diploma documentation department, and an electronic copy of the diploma project is transferred to the department. The electronic copy is submitted in the following form: Directory - the name of which is the student's last name, the directory contains the file (or files) of the diploma project, the annotation file of the diploma project, the presentation file of the diploma project (if the defense took place with posters, the poster project), the details file (full name of the student , full name of the supervisor, direction/specialty, year of graduation, title of the thesis topic, telephone or e-

mail for contact). A contact phone number or address is indicated to contact the student in case his project wins various types of competitions.

The final qualifying work is not allowed to be defended if:

- it is not completed in full and does not correspond to the task;
- the depth of study of sections and questions does not meet the requirements of the department and the standard of the specialty;
- the graduate is not prepared (not admitted) to defend the thesis.

The decision to not allow a student to defend his thesis is made at a meeting of the graduating department, in the presence of the student and the project leader, and then approved by the director of the institute.

Based on this decision of the department, by order of the rector, the student is expelled from the university and is given the opportunity to finalize the thesis over the next three years and submit it for defense.

Peculiarities of conducting state examinations for persons with disabilities

For students with disabilities, the State Examination is carried out by the University, taking into account the characteristics of their psychophysical development, their individual capabilities and health status (hereinafter referred to as "individual characteristics").

When conducting the State Examination, the following general requirements are ensured: conducting the State Examination for disabled people in the same classroom together with students who do not have disabilities, if this does not create difficulties for students when passing the State Examination;

the presence in the classroom of an assistant (assistants) who provides students with the necessary technical assistance, taking into account their individual characteristics (take a workplace, move around, read and complete an assignment, communicate with members of the State Examination Committee);

- the use of the necessary technical means for students when passing the State Examination, taking into account their individual characteristics;
- ensuring the possibility of unhindered access for disabled students to classrooms, toilets and other premises, as well as their stay in these premises (presence of ramps, handrails, widened doorways, elevators; in the absence of elevators, the classroom should be located on the ground floor, the presence of special chairs and other devices) .

At the written request of a disabled student, the duration of the disabled student's passing the state certification test may be increased in relation to the established duration of its passing:

The duration of the student's speech when presenting the results of the final qualifying work is no more than 15 minutes.

Depending on the individual characteristics of students with disabilities, the organization ensures that the following requirements are met when conducting the state certification test:

for the blind:

assignments and other materials for passing the state certification test are drawn up in embossed dotted Braille or in the form of an electronic document accessible using a computer with specialized software for the blind, or read out by an assistant;

written assignments are completed by students on paper in embossed dot Braille or on a computer with specialized software for the blind, or dictated to an assistant;

if necessary, students are provided with a set of writing instruments and paper for writing in embossed dot Braille, a computer with specialized software for the blind;

for the visually impaired:

- assignments and other materials for passing the state certification test are formatted in larger font;
- individual uniform lighting of at least 300 lux is provided;
- if necessary, students are provided with a magnifying device,
- the use of magnifying devices available to students is allowed;
  for the deaf and hard of hearing, with severe speech impairments: provided
- availability of sound amplification equipment for collective use; if necessary, students are provided with sound amplification equipment for individual use;
- at their request, state certification tests are carried out in written form;

for persons with musculoskeletal disorders (severe impairment of motor functions of the upper limbs or absence of upper limbs):

- written assignments are completed by students on a computer with specialized software or dictated to an assistant;
- at their request, state certification tests are conducted orally.

A disabled student, no later than 3 months before the start of the state examination, submits a written application about the need to create special conditions for him during state certification tests, indicating the characteristics of his psychophysical development, individual capabilities and health status (hereinafter - individual characteristics). The application must be accompanied by documents confirming that the student has individual characteristics (if the specified documents are not available at the University).

In the application, the student indicates the need (lack of need) for the presence of an assistant at the state certification test, the need (lack of need) to increase the duration of the state certification test in relation to the established duration (for each state certification test).

6. Educational, methodological and information support.

6.1.Basic literature

1. Busov V.I. Management decisions: a textbook for universities / V.I. Busov. - M.: Yurayt Publishing House, 2022. - 254 p. - (Higher education). — ISBN 978-5-534-01436-5. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/488770
2. Filinov-Chernyshev N. B. Development and adoption of management decisions: textbook and workshop for universities / N. B. Filinov-Chernyshev. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 324 p. - (Higher education). — ISBN 978-5-534-03558-2. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/490235
3. Competitiveness management: textbook and workshop for universities / edited by E. A. Gorbashko, I. A. Maksimtsev. — Moscow: Yurayt Publishing House, 2020. — 447 p. - (Higher education). — ISBN 978-5-534-03257-4. — Text: electronic // EBS Law [website]. —URL:https://urait.ru/
4. Malyuk V. I. Strategic management. Organization of strategic development: textbook and workshop for universities / V. I. Malyuk. — Moscow: Yurayt Publishing House, 2020. — 361 p. - (Higher education). — ISBN 978-5-534-03338-0. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/450662

5. Staroverova K. O. Management. Management efficiency: textbook for universities / K. O. Staroverova. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2020. - 269 p. - (Higher education). — ISBN 978-5-534-09017-8. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/452405
6. Production management. Theory and practice in 2 parts. Part 1.: textbook for universities / I. N. Ivanov [etc.]; executive editor I. N. Ivanov. — Moscow: Yurayt Publishing House, 2020. — 404 p. - (Higher education). — ISBN 978-5-534-00015-3. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/466198
7. Production management. Theory and practice in 2 parts. Part 2.: textbook for universities / I. N. Ivanov [etc.]; edited by I. N. Ivanov. - Moscow: Yurayt Publishing House, 2020. - 174 p. - (Higher education). — ISBN 978-5-534-00017-7. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/466201
8. Management theory: textbook and workshop for academic bachelor's degree / V. Ya. Afanasyev [et al.]; executive editor V. Ya. Afanasyev. — 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 665 p. — (Bachelor. Academic course). — ISBN 978-5-9916-4368-9. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/508911
9. Shifrin, M. B. Strategic management: a textbook for universities / M. B. Shifrin. — 3rd ed., rev. and additional — Moscow: Yurayt Publishing House, 2020. — 321 p. - (Higher education). — ISBN 978-5-534-03440-0. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/453560
10. Mkrtychyan, G. A. Organizational behavior: textbook and workshop for universities / G. A. Mkrtychyan. - Moscow: Yurayt Publishing House, 2022. - 237 p. - (Higher education). — ISBN 978-5-9916-8789-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/490227
11. Financial management: textbook for academic bachelor's degree / G. B. Polyak [etc.]; executive editor G. B. Polyak. — 4th ed., revised. and additional - Moscow: Yurayt Publishing House, 2019. - 456 p. - (Author's textbook). — ISBN 978-5-9916-4395-5. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/444149
12. Kuptsova E.V. Business planning: textbook and workshop for universities / E.V. Kuptsova, A.A. Stepanov. — Moscow: Yurayt Publishing House, 2020. — 435 p. - (Higher education). — ISBN 978-5-9916-8377-7. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/450359

6.2.Additional literature

1. Fomichev V.I. Quality and competitiveness management: a textbook for universities / V.I. Fomichev. - Moscow: Yurayt Publishing House, 2020. - 156 p. - (Higher education). — ISBN 978-5-534-12241-1. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/447092
2. Theory of decision making in 2 volumes. Volume 1: textbook and workshop for universities / V. G. Khalin [et al.]; edited by V. G. Khalin. - Moscow: Yurayt Publishing House, 2022. - 250 p. - (Higher education). — ISBN 978-5-534-03486-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/508083
3. Series Odintsov, A. A. Fundamentals of management: textbook for universities / A. A. Odintsov. — 2nd ed., rev. and additional - Moscow: Yurayt Publishing House, 2020. - 210 p. - (Higher education). — ISBN 978-5-534-04814-8. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/453045

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7. Prokofieva T. A. System analysis in management: textbook for universities / T. A. Prokofieva, V. V. Chelnokov. — Moscow: Yurayt Publishing House, 2020. — 313 p. - (Higher education). — ISBN 978-5-534-10451-6. — Text: electronic // EBS Law [website]. — URL:https://urait.ru/bcode/430166
8. Organizational behavior: textbook and workshop for universities / G. R. Latfullin [et al.]; edited by G. R. Latfullin, O. N. Gromova, A. V. Raichenko. - Moscow: Yurayt Publishing House, 2022. - 301 p. - (Higher education). — ISBN 978-5-534-01314-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/489917
9. Sergeev, A. A. Business planning: textbook and workshop for universities / A. A. Sergeev. — 4th ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 456 p. - (Higher education). — ISBN 978-5-534-15430-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/506814
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6.3 Licensed and free software

- Operating system Windows 7 (or lower) – Microsoft Open License. License No. 61984214, 61984216, 61984217, 61984219, 61984213, 61984218, 61984215.
- Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042.
- Antivirus software, Kaspersky Endpoint Security for Business – Standard. License No. 1752161117060156960164.
- Microsoft Office 2013 prof (for training). State contract No. 18-09/14 dated September 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.
- STATISTIKA Advanced + QC. State contract No. 18-09/14 dated 09.22.2014 Act No. Tr064541 dated 10.29.2014.

7. Logistics support for the State final certification

Computer auditorium of the computing center - tables, chairs, blackboard, multimediacomplex (projector, wall projection screen, personal computer, speakers for

sound reproduction), personal computers. Workplace for members of the SAC: table, chair.

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