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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"

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"16" 02 2023

THE PROGRAM OF THE STATE FINAL CERTIFICATION

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Half-time

Moscow 2023

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1. The purpose and objectives of the state final certification

Aim The state final certification is to establish the compliance of the results of mastering the educational program developed by the Moscow Polytechnic University with the requirements of the Federal State Educational Standard of Higher Education in the direction of training 38.03.02 Management.

Tasks state final certification:

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

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

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

2. The place of the state final certification in the structure of the OP

The state final certification is carried out by state examination boards in order to determine the compliance of the results of mastering the main educational program by students with the relevant requirements of the federal state educational standard in the direction of bachelor training 38.03.02 "Management", approved by order of the Ministry of Education and Science of the Russian Federation dated 12.08.2020 No. 970 (Registered with the Ministry of Justice of Russia on August 25, 2020 No. 59449).

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

3. The structure of the state final certification (GIA)

Block 3 "State Final Attestation" includes the defense of the final qualification work, including preparation for the defense procedure and the defense procedure, as well as preparation for passing and passing the state exam.

State final certification of students in the direction of training 38.03.02 Management is carried out in the form of:

a) a state exam;

b) defense of the final qualifying work.

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

Competence code	Content of competence	Type of GIA used to control development
Organizational and managerial activities		
General cultural competencies		
UK-1.	The ability to search, critically analyze and synthesize information, apply a systematic approach to solve problems	Final qualifying work
UK-2.	The ability to determine the scope of tasks within the set goal and choose the best ways to solve them, based on current legal regulations, available resources and restrictions	Final qualifying work
UK-3.	Ability to socialize and fulfill your 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 (s) language (s)	Final qualifying work
UK-5.	The ability to perceive the intercultural diversity of society in the 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 learning	Final qualifying work
UK-7	The ability to maintain the proper level of physical fitness to ensure full-fledged social and professional activities	Final qualifying work
UK-8.	The ability to create and maintain safe living conditions in everyday life and in professional activities to preserve the natural environment, ensure the sustainable development of society, including in the event of a threat and the occurrence of emergencies and military conflicts	Final qualifying work
UK-9.	Ability to use basic defectological knowledge in social and professional areas	Final qualifying work
UK-10.	The ability to make informed economic decisions in various areas of life	Final qualifying work
UK-11.	The ability to form an 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	The ability to collect, process and analyze the data necessary to solve the set management tasks, using modern tools and intelligent information and analytical systems	Final qualifying work
OPK-3	The ability to develop sound organizational and managerial decisions, taking into account their social significance, to facilitate their implementation in a complex and dynamic environment, and to 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	State exam

OPK-5	The ability to use modern information technologies and software in solving professional problems, including the management of large data arrays and their intellectual analysis	State exam
OPK-6	Ability to understand the principles of operation of modern information technologies and use them to solve problems of professional activity	Final qualifying work
Professional competencies		
PK-1	Ability to regulate the processes of organizational units or develop administrative regulations for organizational units	Final qualifying work
PK-2	Ability to design and implement cross-functional organizational processes	Final qualifying work
PK-3	Ability to identify and engage with stakeholders	State exam
PK-4	Ability to prepare for implementation, monitor parameters and evaluate the success of changes in the organization	Final qualifying work
PK-5	Ability to collect information about business problems to identify the business opportunities of the organization	Final qualifying work
PK-6	The ability to form possible solutions based on the 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 viewabout tools for analysis and product management, marketing communications tools and their specific use, about the structures and trends in the development of the Russian and world economy;

understandfeatures 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 relationship with other processes taking place in society;

have an ideaon 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;

know:

How does the innovation process work?

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

be able to:

- choose specific areas of innovation;
- 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 taking place 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;

- to 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 at the enterprise;

-experience in analytical and research activities;

-experience in the development of design solutions in the field of professional activity;

- 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 the enterprise;

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

- experience in building a network diagram for the implementation of the developed program to achieve the final goal.

5. Program of state examinations

5.1. State exam form

The state exam is held in the disciplines of the educational program, the results of the development of which are of decisive importance for the professional activities of graduates.

Before the state exam, students are consulted on issues included in the state exam program. Form of the state exam: oral.

The state exam is held in two stages.

First stage takes the form of a multidisciplinary test consisting of 15 questions. You have 30 minutes to complete the test. The test is solved on a form, which, upon completion of the testing procedure, is transferred to the members of the SAC for processing and announcing the result.

Second phase is a management battle. Students receive a creative task in the form of a managerial situation. The situation can be played out as a rule in two roles. The student is given 5 minutes to reflect on the situation. After the time allotted for preparation, the formed pairs independently conduct a management battle.

A management situation is proposed for consideration that affects the interests of conflicting parties (for example, two legal entities, a company and its employee, a company and its client). It is necessary to negotiate to resolve the existing situation. The duration of each round is 10 minutes. The results of the battle are determined by the decision of the commission at the end of the battle. During the management fight, the student must show the ability to reasonably defend his own point of view, based on the knowledge and skills gained in the learning process. The main criterion for a student's success in a control battle is the achievement of the goal according to the assigned role at the logical conclusion of the battle.

The student is given no more than 45 minutes to prepare for the answer. It is

forbidden to carry and use means of communication.

Members of the examination committee are given no more than 15 minutes to answer the student. At the end of the answer, the student chairman and members of the examination committee may ask additional questions (usually no more than three). The decision of the commission is made by a simple majority of votes of the members of the commission participating in the voting. In case of an equal number of votes, the chairman's vote is decisive.

The results of passing the state exam are announced on the same day after the protocol of the meeting of the examination commission is drawn up in the prescribed manner.

5.2. Description of indicators and criteria for assessing competencies, as well as assessment scales in the process of the state exam

Approximate specification of the exam ticket:

Stage 1: tested competence OPK-5 - the ability to use modern information technologies and software tools in solving professional problems, including the management of large data arrays and their intellectual analysis.

Stage 2: tested competence PK-3 - the ability to identify stakeholders and interact with them.

Code and name of competence	Indicator (method) of evaluation	Criteria and scales for assessing the results of the development of the BRI
OPK-5 - the ability to use modern information technologies and software in solving professional problems, including the management of large data arrays and their intellectual analysis	Answers to test questions	The maximum score is 15 points. The correct answer to each question is worth one point.
PK-3 - the ability to identify stakeholders and interact with them.	Decision of a managerial situation (managerial fight)	The maximum score is 8 points. Managerial battle is evaluated from three positions - the logic of the argument (maximum 4 points), correctness in relation to the opponent (maximum 2 points), the ability to find a compromise solution that satisfies both parties (maximum 2 points).
UK-4 - Ability to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign (s) language (s)	The style of answering ticket questions, the ability to argue and consistently prove one's point of view	0 points - the student's answer to all questions of the ticket is uncertain, the logic and sequence of presentation of the material is violated, the student cannot reasonably prove his point of view; 1 point - the student's answer to some of the questions of the ticket is uncertain, some of the questions of the ticket are stated confidently, the conclusions are not sufficiently argued, there are semantic and speech errors; 2 points - the teacher, in answering all questions, shows consistency and evidence in the presentation of the material, but allows some inaccuracies when using key concepts and methods

		of scientific communication; 3 points - the student, when answering all questions, justifies his own point of view when analyzing a specific research problem, competently uses the methods of scientific communication, freely answers the additional questions posed, draws reasonable conclusions

The final grade for the State Exam is formed as follows.
Maximum points - 26
0-12 points - unsatisfactory
13-18 points - satisfactory
19 -26 points - good
23-26 points - excellent.

5.3. Standard control tasks or other materials necessary to evaluate the results of mastering the educational program

Approximate content of sections of disciplines included in the state exam.

1)Management in industries and fields of activity

Management in the system of market economy concepts. The production potential of the industry. The concentration of production and the size of enterprises in industry. Components, properties and characteristics of flexible manufacturing systems.

Principles of development of production systems in industry. Information systems in management: the role of corporate information systems in business process management at the stages of design, execution, accounting, control and analysis. Marketing in the industry.

Types of competition in modern conditions. The composition of the stages of designing the organization of production.Management of socio-economic systems (organizations). Methodological foundations of management; management infrastructure; sociofactors and ethics of management; integration processes in management; modeling situations and developing solutions; the nature and composition of management functions; strategic and tactical plans in the management system; organizational relations in the management system; forms of organization of the management system; motivation of activity in management; regulation and control in the management system.

2) Strategic management

Strategic problems of production development and industry structure; enterprise strategy, strategic management; strategic marketing; situational analysis; formation of strategic goals and strategy of the enterprise; strategy and technical policy of the enterprise; strategy of foreign economic activity; strategy and organizational structure; strategic potential of the organization; design of control systems.

3) Organization business process management

Development of strategies and plans for managing business processes in the organization. The content of planning. Planning methodology. Methods of planning business processes. Indicators and parameters of business process planning Business process management technology.

Principles of building process management. Basics of the concept of BPM (Business Process Management). End-to-end processes, values for the consumer and principles of cross-functional work. Types of processes, process components. Life cycle of business process management. Vital

BPM cycle. Business process architecture. The content of the organizational Formation of corporate architecture.

Analysis of business processes. Classification of business process analysis methods. Qualitative analysis of business processes. Quantitative analysis of business processes. Process analysis methods. Business process design. Process engineering and design. Create process specifications in the context of business goals. Performance indicators.

4)Organization Competitiveness Management

The concept and essence of the competitiveness of the object. Levels of competitiveness. Indicators characterizing the competitiveness of a product, enterprise, industry. The concept and essence of the process of managing the competitiveness of an organization. Modern approaches to managing the competitiveness of an organization.

The concept of competitive advantage. Models by M. Porter. Benefits of low and high order. Determinants of competitive advantage. Essence and classification of values. Competitive status of the firm: concept, assessment of the level. Choice of basic strategy of competition. Adaptation of competitive strategies to the characteristics of the market. SWOT analysis, portfolio analysis (analysis of the product range) of the company as the basis for choosing a competitive strategy. Types of strategies according to M. Portrer.

Cost reduction strategy, product differentiation strategy, focusing strategy (market segmentation): advantages, necessary market conditions, requirements for the organization of production and management, destabilizing factors. Situational design of competition strategies for enterprises with varying degrees of market dominance. The main stages of managing the competitiveness of the organization. Factors affecting the competitiveness of the enterprise. Problems of competitiveness management in modern conditions

5) Project management

Establishing the scope of the project. Definition of strategies, standards, and procedures. Development of a management plan. Drawing up a work plan. Development of a financial plan. Development of a personnel plan. Organizational preparation planning. Development of a plan for material resources. Attracting investments; product offer; Launch of the project; Financial model of the project; Financial and economic evaluation of the project; Management of risks; Project control procedures; Project completion procedures.

6) Time management

Approaches to defining goals. "Life management" and life goals. Formulation of goals: SMART criteria. SMART goals and over-goals: two strategies for achieving goals. Decision-making methods. The Pareto principle as the basis for making your own decisions. Identification of priorities through ABC analysis. Implementation of solutions based on the Eisenhower principle.

Mind management technology using mind maps to create an effective overview of tasks. Application areas of mind management technology. The managerial utility of using task review creation tools. Delegation of powers. Delegation basics. The main goals and situations of delegation. Advantages and disadvantages of delegation of authority. Diagnostics and certification of TM-skills: methodology. Corporate TM standards.

7)Corporate management

Corporate governance: essence, functions, tasks and methods of implementation. The main subjects of corporate governance. The main characteristics and spread of corporate governance: intra-corporate relations, business cooperation with contractors, interaction of the corporation with the external environment. Non-financial investors of the corporation.

Stakeholders: place and role in the corporate governance system. Property as an object of corporate management. The role of corporate governance in protecting shareholders' rights. The concept of corporate control: taking into account and ensuring the balance of corporate interests. Forms of corporate control. The mechanism of formation of corporate control, its features in Russia.

Protecting the rights of shareholders and investors. Achieving a balance of interests of shareholders and other members of Russian corporations. Features of management in a joint-stock company. The supreme governing body of a joint-stock company, its functions. Problems of relationships between management and shareholders. The main directions of violation of the rights of shareholders. Control over the effectiveness of the activities of the top management in the corporate governance system. The procedure for evaluating the activities of top management.

Corporate governance system and equity management model. The evolution of corporate governance. Corporate governance models: American, Japanese, Western European (German). Their advantages and disadvantages. Differences in the development of corporate governance in Western and Eastern Europe. Analysis of the state of the organization of corporate governance in Russian practice. Features and trends in the development of the Russian model of corporate governance.

5.4. Recommendations for students on preparing for the state exam

Before the state exam, students are consulted on issues included in the state exam program.

The schedule of consultations for the state exam is approved by the vice-rector for academic and scientific work and posted on the stands of the Department of Management and the University website.

When preparing for an answer during the state exam, the student must:

- meaningfully, logically and fully reproduce the studied material, highlight the main provisions in it;
- be able to prove and argue the correctness and validity of the learned theoretical positions and their methodological and worldview positions in the field of managerial decisions;
- show the ability to analyze and compare different approaches to solving a scientific or didactic problem;
- be able to transfer acquired knowledge to explain the phenomena and facts of modern management;
- be able to demonstrate the ability to apply the acquired knowledge in practice;
- be able to use the acquired knowledge for the independent acquisition of new knowledge in the field of didactics, the theory of education and the practice of research work;
- give full answers to additional questions within the examination ticket.

In the course of preparation, it is necessary to understand that answers to practical questions should be given orally, but at the same time revealing the algorithm of practical activities with the necessary degree of detail and specification (for this purpose, if necessary, you can use clean paper with a stamp for written answers).

If a graduate, after receiving an examination card, has textbooks, teaching materials, educational and other literature (with the exception of those permitted for use in the state exam), notes, cheat sheets, regardless of the type of information carrier, as well as any technical means and means of transmitting information or the use of hints, regardless of

whether the indicated materials and (or) means were used in preparation for the answer to the state exam, the commission withdraws the indicated materials and (or) means before the end of the state exam, indicating the relevant information in the minutes of the meeting of the State the examination committee and decides to assess the knowledge of such a graduate as “unsatisfactory”,or on the continuation of the state exam (hearing the answer to the exam ticket).

6. Examples of tasks of the State exam

Tests

1. To eliminate the lack of service as a specific product - fragility, the company needs ...
   a) initiate the creation of membership clubs, associations of service enterprises
   b) maintain a positive public opinion
   c) introduce and develop a pre-order system
   d) work with larger customer groups
2. The economic system solves the following issues:
   a) what, where, when
   b) what, how, for whom to produce
   c) when, why, where and who
   d) what are the causes of unemployment and inflation
3. The relative level of distribution costs (as a percentage of turnover) in the reporting period compared to the base ... provided:

Index	Change in the indicator in the reporting period compared to the base
Trade turnover	increased by 1.4 times
Distribution costs	increased by 18%

   a) decreased by 15.7%
   b) increased by 19.4%
   c) increased by 22.0%
   d) decreased by 22.0%
4. Depending on the number of resellers, the following distribution strategies are distinguished (select several answers)
   a) diversify
   b) specializations
   c) exclusive marketing
   d) selective marketing
5. For the current year in the Emerald City, household expenditures amounted to 100 emeralds, household income 250 emeralds, enterprises' investments - 50 emeralds, government spending 40 emeralds, exports 20 emeralds, imports 10 emeralds. Determine the gross domestic product of the Emerald City in the current year.
   a) 200
   b) 450
   c) 270
   d) 470
6. A business partnership on faith has been declared bankrupt. The debts of the enterprise amount to 1000 thousand rubles. Part of the property of the partnership is divided in

accordance with the shares and is: Ivanov - full partner 10 thousand rubles.
Petrov - full friend 20 tr.
Sokolov - limited partner 40 tr.
Smirnov - limited partner 30 tr.
How will the company's debts be distributed:

a) Ivanov 10 tr., Petrov 20 tr., Sokolov 40 tr., Smirnov - 30 tr.

b) Ivanov 100 tr., Petrov 200 tr., Sokolov 400 tr., Smirnov 300 tr.

c) Ivanov 310 tr., Petrov 620 tr., Sokolov 40 tr., Smirnov 30 tr.

7. Modern methods of building organizational structures do not include:

A)program-target method;

b)goal structuring method;

V)expert-analytical method;

G)normative method;

e)method of organizational modeling.

8. The principles of constructing mechanical structures do not include:

A)the principle of unity of leadership;

b)the principle of delegation of authority from top to bottom;

V)the principle of precise interference from the outside in the powers of the group;

G)the principle of the existence of precise boundaries between linear functional leadership.

9. Who wrote the book "Principles of Scientific Management"?

A)Taylor

b)Mescon

V)wolfgant

G)Drucker

e)Fayol

10. What is innovation management? (check multiple answers)

A)Conducting R&D.

b)Development and implementation of new products.

V)Organization of scientific and technical activities.

G)Organization and development of assortment policy.

e)Development of marketing policy.

11. Management decisions of what level are associated with the complexity and unpredictability of events, the need to take extraordinary measures containing innovations.

a) selective

b) innovative

c) adaptive

d) routine

12. The content of the organization, as a function of management, consists in:

a) elimination of deviations from the specified mode of operation of the control object;

b) establishing permanent and temporary relationships between departments;

c) determining the long-term and current goals of the enterprise;

d) determining the optimal use of the enterprise's capabilities.

13. Which organizations, considering their activities as aggregating the tasks of managing the organization and the market, always adhere to the concept of marketing management?

a) matrix;

b) linear-functional;
c) design
d) entrepreneurial.

14. According to the theory of management, the universal principles of management applied to any of its objects were developed by ...
a) school of psychology and human relations;
b) administrative school;
c) school of management science (quantitative);
d) school of scientific management (rationalist).

15. In management, the psychological factors of image formation include
a) management style;
b) extraversion / introversion of personality;
c) type of communication links;
d) type of organizational structure of management.

Sample exam ticket with an approximate task

MINISTRY OF SCIENCE AND HIGHER EDUCATION
RUSSIAN FEDERATION
FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
"MOSCOW POLYTECHNICAL UNIVERSITY"

Faculty of Economics and Management
Department "Management"
Comprehensive state exam
Direction 38.03.02 "Management"
Educational program:
Business Process Management

FORM OF THE TEST

Management fight

Clientordered a car in a car dealership, choosing the options he needed. According to the contract, the delivery time is 3 months. A month later, the manager who accepted the order contacts the client and says that one more option is needed to complete the order (since the option chosen by the client is impossible without it). The client refuses the proposed option and the one without which it is impossible.

After three months, the client calls the salon and asks about the readiness of the car. The manager reports that the car will be only in a month, as the options were agreed on a month later. The client comes to the salon to meet with the director.

Roles and interests:

Client- return the money or get a car, in extreme cases - receive substantial compensation.
Manager— relieve yourself of responsibility by retaining a seat in the cabin, not making concessions to the Client.

List of recommended literature for preparing for the state exam.

Main literature:

1. Golubkov E. P. Methods of making managerial decisions in 2 hours. Part 1: textbook and workshop for universities / E. P. Golubkov. - 3rd ed., Rev. and additional - M .: Yurait Publishing House, 2022. - 183 p. - (Higher education). - ISBN 978-5-534-06815-3. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/
2. Golubkov E.P. Management decision-making methods in 2 hours. Part 2: textbook and workshop for universities / E.P. Golubkov. - 3rd ed., Rev. and additional - Moscow: Yurayt Publishing House, 2022. - 249 p. - (Higher education). - ISBN 978-5-534-06700-2. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/490620
3. Gromov A. I. Management of business processes: modern methods: monograph / A. I. Gromov, A. Fleishman, V. Schmidt; edited by A. I. Gromov. - Moscow: 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
4. Corporate governance: a textbook for universities / S. A. Orekhov [and others]; under the general editorship of S. A. Orekhov. - Moscow: Yurayt Publishing House, 2022. - 312 p. - (Higher education). - ISBN 978-5-534-05902-1. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/492816
5. Kuznetsova, E. V. Project portfolio management as a tool for implementing corporate strategy: a textbook for universities / E. V. Kuznetsova. - 2nd ed., revised. and additional - M .: Yurayt Publishing House, 2020. - 177 p. - (Higher education). - ISBN 978-5-534-07425-3. — Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/451359
6. Litvak, B. G. Strategic management: a textbook for bachelors / B. G. Litvak. - M .: Yurayt Publishing House, 2019. - 507 p. — (Bachelor. Academic course). - ISBN 978-5-9916-2929-4. — Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/425854
7. Malysheva, O. V. Time management: in society, at the enterprise and in personal life: a study guide / O. V. Malysheva, O. A. Zyurina. - Samara: SamGUPS, 2019. - 86 p. — Text: electronic // Doe: electronic library system. - URL: https://e.lanbook.com/book/145831
8. Mkrtychyan G. A. Making managerial decisions: a textbook and workshop for universities / G. A. Mkrtychyan, N. G. Shubnyakova. - M .: Yurayt Publishing House, 2022. - 140 p. - (Higher education). — ISBN 978-5-534-13827-6. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/496724
9. Production management: textbook and workshop for universities / L. S. Leontieva [et al.]; edited by L. S. Leontieva, V. I. Kuznetsov. - M .: Yurayt Publishing House, 2020. - 305 p. - (Higher education). - ISBN 978-5-534-02469-2. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/450132
10. Savina N. V. Time management in education: a textbook for universities / N. V. Savina, E. V. Lopanova. - M .: Yurait Publishing House, 2020. - 162 p. - (Higher education). - ISBN 978-5-534-12668-6. — Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/447962
11. Mardas A. N. Management theory: a textbook for universities / A. N. Mardas, O. A. Gulyaeva. — 2nd ed., corrected. and additional - M .: Yurait Publishing House,

2022. - 307 p. - (Higher education). - ISBN 978-5-534-07387-4. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/492204
12. Project management: textbook and workshop for universities / A. I. Balashov, E. M. Rogova, M. V. Tikhonova, E. A. Tkachenko; under the general editorship of E. M. Rogova. - Moscow: Yurayt Publishing House, 2020. - 383 p. - (Higher education). - ISBN 978-5-534-00436-6. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/449791

additional literature:

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3. Medvedeva V. R. Time management. Development of effective time management skills: textbook / V. R. Medvedeva. — K.: KNRTU, 2017. — 92 p. - ISBN 978-5-7882-2266-0. — Electronic text // Doe: electronic library system. - URL: https://e.lanbook.com/book/138355
4. Dolganova O.I., Vinogradova E.V., Lobanova A.M. Modeling of business processes: textbook and workshop for universities; edited by O. I. Dolganova. - M .: Yurayt Publishing House, 2022. - 289 p. - (Higher education). - ISBN 978-5-534-00866-1. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/489496
5. Tsvetkov A. N. Theory of management: textbook / A. N. Tsvetkov. - St. Petersburg: Lan, 2019. - 344 p. - ISBN 978-5-8114-4194-5. — Text: electronic // Doe: electronic library system. - URL: https://e.lanbook.com/book/119641
6. Shifrin M. B. Strategic management: a textbook for universities / M. B. Shifrin. - 3rd ed., Rev. and additional - M .: Yurayt Publishing House, 2020. - 321 p. - (Higher education). - ISBN 978-5-534-03440-0. — Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/453560
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9. Korgova, M. A. Management of the organization: a textbook for universities / M. A. Korgova. — 2nd ed., corrected. and additional - M .: Yurayt Publishing House, 2020. - 197 p. - (Higher education). - ISBN 978-5-534-10829-3. — Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/455225
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Internet resources:

1. http://www.gov.ru Server of state authorities of the Russian Federation.
2. http://www.mos.ru Official server of the Government of Moscow.
3. http://www.minfin.ru Ministry of Finance of the Russian Federation.
4. http://www.garant.ru GUARANTOR Legislation with comments.
5. http://www.gks.ru Federal State Statistics Service.
6. http://www.rg.ru Russian newspaper.
7. http://www.prime-tass.ru PRIME-TASS Economic Information Agency.
8. http://www.rbc.ru RBC (RosBusinessConsulting).
9. http://www.businesspress.ru Business press.
10. http://www.ereport.ru World economy.
11. http://uisrussia.msu.ru University Information System of Russia.
12. http://www.forecast.ru CMASF (Center for Macroeconomic Analysis and Short-Term Forecasting).
13. http://www.cfin.ru Corporate management.
14. Electronic library system "Urayt"https://urait.ru/
15. Electronic library system "Lan"www.e.lanbook.com
16. http://economist.com.ru Economist magazine.
17. http://www.vopreco.ru Magazine "Economic Issues".
18. http://www.mevriz.ru Magazine "Management in Russia and abroad"

Scales and criteria for assessing the development of OP in the process of the state exam

Evaluation scale	**Description**
Form of final certification - state exam	
Great	the student exhaustively, logically and reasonably presents the material of the issue, closely links the theory of pedagogy of higher education and the organization of research activities with the practice of university education; substantiates his own point of view when analyzing a specific research problem, competently uses the methods of scientific communication, freely answers the additional questions posed, and draws reasonable conclusions. The grade is excellent if five points are given by the members of the commission for two or more evaluated competencies, the remaining competencies are rated at least four points.

Fine	the student demonstrates knowledge of the basic provisions in the field of pedagogy of higher education and the organization of research activities without the use of additional material; shows logical and conclusive presentation of the material, but allows some inaccuracies when using key concepts and methods of scientific communication; there are minor errors in the answers to additional questions. The assessment is well set if for two or more competencies assessed by the members of the commission more than four points are given, the remaining competencies are rated at least 3 points.
Satisfactorily	the student superficially reveals the main theoretical provisions of the pedagogy of higher education and the organization of research activities, he does not have knowledge of special terminology; there are significant gaps in the assimilation of the program material, the material presented is not systematized; the conclusions are not sufficiently reasoned, there are semantic and speech errors. The assessment is satisfactorily set if more than three points are given by the members of the commission for all assessed competencies.
Unsatisfactory	the student makes factual errors and inaccuracies in the field of pedagogy of higher education and the organization of research activities, he has no knowledge of special terminology, the logic and sequence of presentation of the material are violated; does not answer additional questions on the topics under consideration, cannot formulate his own point of view on the issue under discussion. An unsatisfactory grade is given if at least one of the assessed competencies has a score of two points.

7. Requirements for the final qualifying work, the procedure for its preparation and submission

7.1. The procedure for preparing the final qualification work

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

Second requirement- a systematic approach to solving problems determined by the topic studied in the VKR;

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

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

The defense of the final qualifying work is a form of state final certification of the bachelor.Final qualifying work (VKR) - 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.

The writing of the final qualification work is carried out after the end of the course of study, the passage of pre-diploma practice, the implementation by students of course projects, term papers and tests, passing test tasks, exams and tests in economic, financial, information disciplines. The final qualifying work of a manager should demonstrate the acquired skills of practical analysis of management problems, calculation and development of a project to improve management.

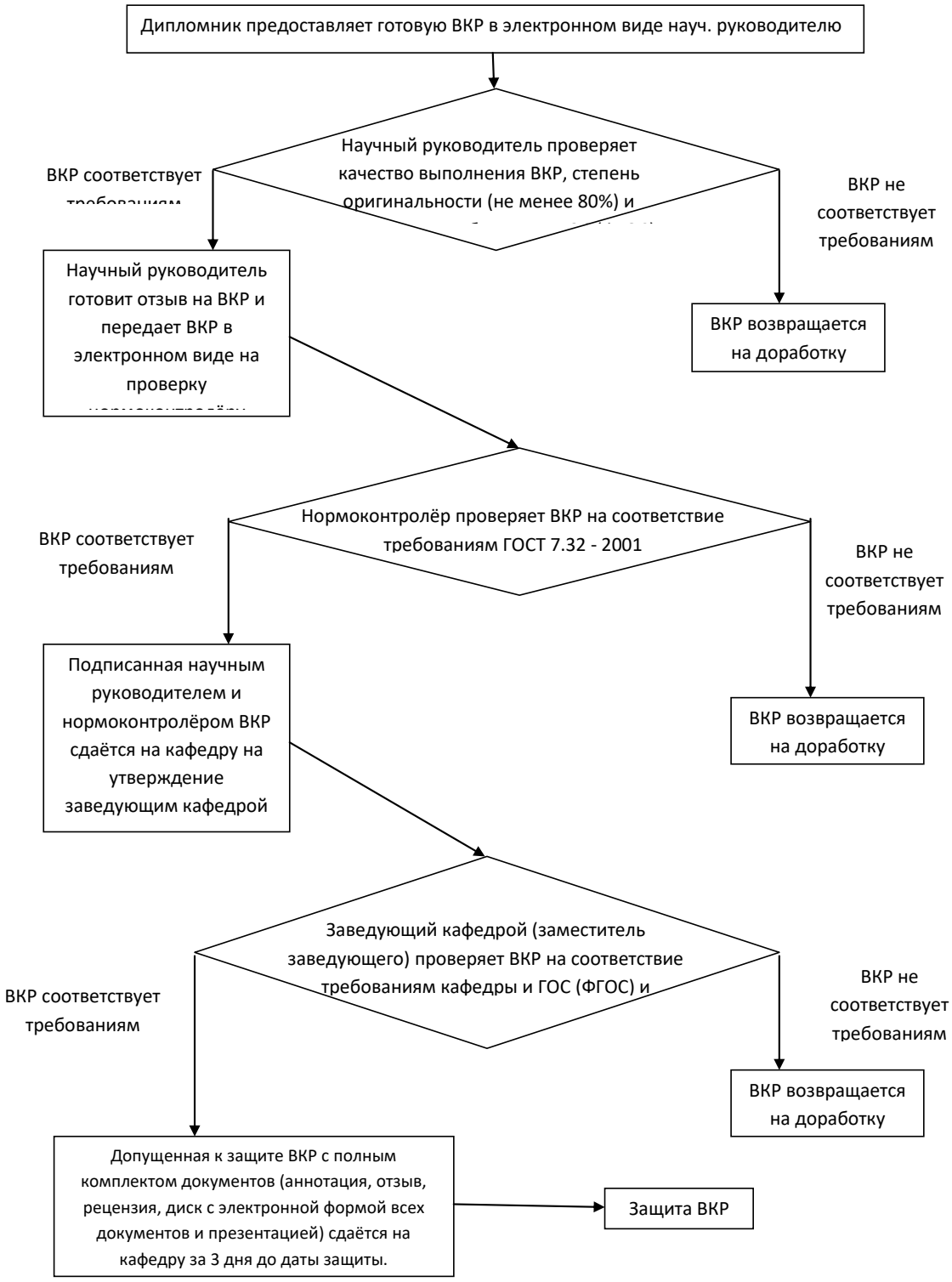
The supervisor of the final qualifying work, on the basis of materials collected

during the practice, forms a task for the VKR, which is approved by the head of the graduating department. The scientific adviser of the VKR is appointed by the head of undergraduate practice. At the end of the pre-diploma practice, the student submits a report, which must contain all the necessary materials for the completion of the graduation project. The report is accepted by the head of the VKR, preliminary evaluated and sent to the defense of the intra-departmental commission appointed by the head of the department.

In addition, the head of the VKR:

- in accordance with the theme of the VKR, takes part in resolving issues related to the organization and passage of pre-diploma practice;
- formulates the tasks on the basis of which the materials for the VKR are collected and the content of the report for the period of practice is compiled (through the approved assignment for undergraduate practice);
- together with the graduate (graduate student) draws up a calendar schedule for the entire period of graduation design;
- recommends to the student the necessary literature, reference and archival materials, standard projects and other sources on the subject of the VKR;
- conducts systematic consultations on pre-diploma practice and VKR; provides the graduate with the necessary assistance in solving the problems of the VKR;
- together with the graduate is responsible for the completion of the task and the originality of the VKR;
- determines the student's readiness for the defense of the VKR;
- gives a written review of the VKR, which is submitted to the SAC.

The process of admission of VKR to protection is shown in Figure 1.


Дипломник предоставляет готовую ВКР в электронном виде науч. руководителю
Научный руководитель проверяет качество выполнения ВКР, степень оригинальности (не менее 80%) и
ВКР соответствует требованиям
ВКР не соответствует требованиям
Научный руководитель готовит отзыв на ВКР и передает ВКР в электронном виде на проверку
ВКР возвращается на доработку
Нормоконтролёр проверяет ВКР на соответствие требованиям ГОСТ 7.32 - 2001
ВКР соответствует требованиям
ВКР не соответствует требованиям
Подписанная научным руководителем и нормоконтролёром ВКР сдаётся на кафедру на утверждение заведующим кафедрой
ВКР возвращается на доработку
Заведующий кафедрой (заместитель заведующего) проверяет ВКР на соответствие требованиям кафедры и ГОС (ФГОС) и
ВКР соответствует требованиям
ВКР не соответствует требованиям
ВКР возвращается на доработку
Допущенная к защите ВКР с полным комплектом документов (аннотация, отзыв, рецензия, диск с электронной формой всех документов и презентацией) сдаётся на кафедру за 3 дня до даты защиты.
Защита ВКР

7.2. Requirements for final qualifying theses, including the volume, content and design of the VKR

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

Preparation and protectionThe final qualifying work assumes 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 management, own a methodological apparatus that allows you to explore, analyze and predict phenomena in the field of management and management. When performing the final qualifying work, the student shows the skills of independent solution at the modern level of tasks 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 scientific and applied research of the bachelor.

The final qualifying work should testify to the ability and ability of the author:

- conduct a qualified research on a topic relevant for modern management and management;
- to discover the connection between theory and practice within a certain research topic;
- search and process information from various types of sources;
- carry out statistical processing of data and analyze the results obtained;
- draw reasonable conclusions based on the results of the study, which 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;
- the main part;
- conclusion;
- bibliography;
- applications.

Introduction contains:

- rationale for the choice of 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 you to determine the position of the work in the general structure of publications on this topic;
- description of the methodological apparatus of the study;
- formulation of the main research hypotheses;
- the basis of novelty and theoretical and practical significance

research results;

- a brief description of the structure of the work.

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

The presentation of the material on this problem should be specific, and it is important not just a description, but a critical analysis of the available data. When presenting disputable (contradictory) decisions in the work, it is necessary to cite the opinions of various scientists and practitioners. If the point of view of one of them is critically considered in the work, his thought should be stated without abbreviations, i.e. cite citations, formatting them according to the citation rules. Mandatory, in the presence of different approaches to solving the problem under study, is a comparison of the recommendations contained in the current guidance materials and the works of various authors. Only then should one justify one's opinion on the controversial issue or agree with one of the already existing points of view, putting forward appropriate arguments in each case.

Registration of VKR

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

VKR text pages, illustrations and tables included in the final work must correspond to the A4 format in accordance with GOST 9327.

The final qualifying work must be done in any printed way on one side of a sheet of A4 white paper at one and a half intervals. The font color must be black, the height of letters, numbers and other characters must be at least1.8mm (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 bottom20 mm.

It is allowed to use the computer capabilities of focusing on certain terms, formulas, theorems, using fonts of different fonts.

Regardless of the way the final work is performed, the quality of the printed text and the design of illustrations, tables, printouts from a PC must satisfy the requirement for their clear reproduction.

When performing the final work, it is necessary to observe 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, except for blank lines at the end of a section. The final work should have clear, unblurred lines, letters, numbers and signs.

Misprints, misprints and graphical 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 in typewritten way or in black ink, paste or ink - in handwritten way.

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

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

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

VKR sections include content, introduction, chapters, conclusion, list of sources

used, applications.

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

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

If there is only one figure, 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 the section. In this case, the illustration number consists of the section number and the 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.

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

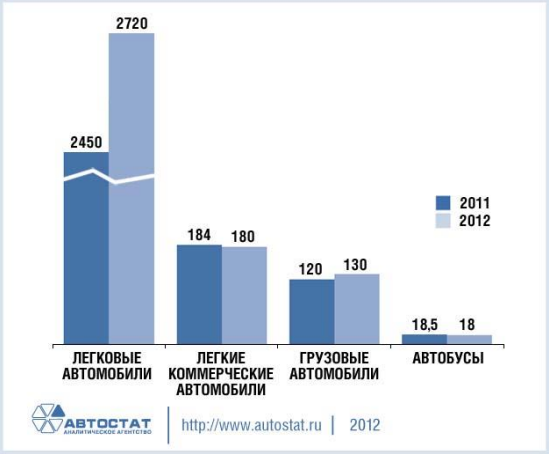


Figure 2 - Forecast for the development of the automotive market

Tables are used for better clarity and ease of comparison of indicators. The title of the table, if any, should reflect its content, be precise, and concise. The name of the table should be placed above the table on the left, without paragraph indentation, in one line with its number separated by a dash. When transferring a part of a table, the title is placed only above the first part of the table; the bottom horizontal line that bounds the table is not drawn. The table should be placed in the final work directly after the text in which it is mentioned for the first time, or on the next page. All tables should be referenced in the final work. When referring, the word “table” should be written, indicating its number, without putting the number sign (No.).

A table with a large number of rows can be transferred to another sheet (page). When transferring a part of the table to another sheet, the word “Continuation of the table” is written above the other parts on the right and the number of the table is indicated, for example: “Continuation of table 1”. When transferring a table to another sheet (page), the title 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, while 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 sidebar with the number of columns and lines, 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 rows of the column of the table consists of one word, then after the first writing it is allowed to replace it with quotes; if from two or more words, then at the first repetition it is replaced with the words “The same”, and then with quotation marks. It is not allowed to put quotation marks instead of repeated numbers, marks, signs, mathematical and chemical symbols. If numerical or other data in any line of the table is not given, then a dash is put in it.

Table design example.

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

in billion rubles

Head	Count headings			
				subtitles
Column for headings	Graphs (columns)	Graphs (columns)	Graphs (columns)	Graphs (columns)

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

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

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 within the entire work with Arabic numerals in parentheses in the extreme right position on the line.

Example

A=a:b, (1)

B=s:e. (2)

One formula is denoted by - (1).

Formulas placed in annexes should be numbered separately in Arabic numerals within each annex, with the addition of an application designation before each digit, for example formula (B.1). References in the text to ordinal numbers of formulas are given in brackets. An example is in formula (1).

The application is drawn up as a continuation of the work on its subsequent sheets or released as an independent section of the work.

References should be given to all applications in the text of the work. Applications are arranged in the order of references to them in the text of the work. Each appendix should begin on a new page with the word "Appendix" at the top, in the middle of the page.

The application must have a title that is written symmetrically with respect to the capitalized text on a separate line.

Applications are denoted by capital letters of the Russian alphabet, starting with A, with the exception of the letters Ё, З, І, О, Ч, Ь, Ы, Ъ. The word "Appendix" is followed by a letter denoting its sequence.

It is allowed to designate applications with 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 appendices in the main text of the document should be referenced, and all appendices should be listed in the table of contents with their number and title.

Bibliographic reference - 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 has entered the main text of the work so organically that it is impossible to remove it from this text without replacing this text with another one. In this case, only the imprint and the page number on which the cited place is printed, or only the imprint (if the page number is indicated in the text), or only the page number (if the reference is repeated) are indicated in brackets. A shortened version of references is also possible, in which case the number of the literary source indicated in the list of sources used is taken in square brackets. When referring to the 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.

Subscript links to sources are used in the text of the final work when links are needed in the course of 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 looking for help.

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

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

Word-for-word borrowing of a text or concept from works without references to them is not allowed and may be the basis for removing the work from protection and giving an unsatisfactory mark.

7.3.The procedure for defending the final qualification work

Prepared final qualification work, signed by the student, rreviewed and signed by the head of the VKR. The head in the form of a written review gives his assessment of the relevance, degree of solving the tasks set, the degree of independence and initiative of the student, formulate and set the tasks of his activities in the implementation of the VKR; the possibility of using the results obtained in practice, the student's compliance with the qualifications of a specialist is assessed. If the work is done at a low level and does not meet the requirements, then the manager does not allow it to be defended. At the end of the review, without fail, the leader notes whether or not the VKR is allowed to defend. Admission or non-admission to protection is the main meaning of the review of the

supervisor.

The review of the head is submitted to the SAC and read out during the defense of the final qualifying work.

The student who is the author of the entry work is responsible for the decisions made at the VKR and for the reliability of all information. He confirms this by signing at the end of the VKR on the last page of the conclusion. The supervisor and the graduate student are jointly and severally responsible for:

- originality of the VKR text (not less than 70%);
- compliance of the VKR with the task;
- compliance with the design standards (in accordance with GOST).

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

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

The final qualifying work without fail passes the procedure of normative control. The purpose of the normative control is to check the compliance of the design of the VKR with the requirements of GOST and other regulatory documentation. The graduate work is provided to the normative controller in full readiness and completeness with the signature of the head of work and, if the result is positive, is transferred to the signature of the head. department. Changes and corrections indicated to the author by the normative controller and related to the violation of existing standards and other regulatory documents are required to be included in the controlled work.

Based on the materials of the final qualification work, the visa of the normative controller and the recall of the head, the head of the department decides on admission to the defense of the VKR and sends it for review.

The review is signed by the head (deputy head) of the enterprise on the basis of which the VKR was carried out. In the absence of pre-graduation practice in the curriculum and as a result of being 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.

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

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

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

The student's speech 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 process of graduation design. VKR defense is necessarily supported by a multimedia presentation.

The presentation is made in the PowerPoint program shell. The content and number of presentation slides is determined by the student in accordance with the content of the VKR and approved by the supervisor.

After the defense of the VKR, posters or a disk (diskette) with a presentation are handed over by students to the department of diploma documentation of the university, an electronic copy of the VKR is transferred to the department. An electronic copy is submitted in the following form: Directory - the name of which is the student's surname, the directory contains the file (or files) of the graduation project, the annotation file of the graduation project, the presentation file of the graduation project (if the defense was held with posters, the poster project), the details file (student's full name , full name of the supervisor, direction / specialty, year of issue, title of the VKR topic, telephone or e-mail for communication). A contact phone number or address is indicated to contact the student in case his project wins in 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, questions does not meet the requirements of the department and the standard of the specialty;
- the graduate student is not prepared (not admitted) to the defense of the VKR.

The decision to not admit a student to the defense of the VKR is taken 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.

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

7.4. Assessment of the formation of competencies in the VKR in accordance with the standard of the Federal State Educational Standard of Higher Education in the direction 38.03.02 - Management

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

The ability to carry out social interaction and realize their role in the team (UK-3)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR of the calculation of economic efficiency and expediency of author's proposals.
Ability to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign (s) language (s) (UK-4)	Not formed (0) Below average (3) Medium (4) High (5)	The English version of the annotation to the final qualifying work is evaluated. The degree of compliance of the graduate's answers with the essence of the questions asked by the SAC members on the topic of the final qualification work is assessed.
The ability to perceive the intercultural diversity of society in the socio-historical, ethical and philosophical contexts (UK-5)	Not formed (0) Below average (3) Medium (4) High (5)	The presence of a positive review of the supervisor at the graduate's VKR. The presence in the bibliographic list of the final qualifying work of sources that have social, ethnic, confessional and cultural differences. The absence in the topic and content of the final qualification work of signs of intolerance to social, ethnic, confessional and cultural differences.
The ability to manage your time, build and implement the 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 a submitted VKR submitted on time. Compliance with the deadlines set by the department in the process of writing the VKR. The presence of clearly articulated main theses of the VKR in the text of the speech and handout.
The ability to maintain the proper level of physical fitness to ensure a full-fledged social and professional activity (UK-7)	Not formed (0) Below average (3) Medium (4) High (5)	The absence of systematic absences from classes and meetings with the supervisor.
The ability to create and maintain safe living conditions in everyday life and in professional activities to preserve the natural environment, ensure the sustainable development of society, including in the event of a threat and the occurrence of emergencies and military conflicts (UK-8)	Not formed (0) Below average (3) Medium (4) High (5)	Availability of safety training.
Ability to use basic defectological knowledge in social and professional areas(UK-9)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR of references and / or footnotes to regulatory and legal acts on the subject of the study.
The 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 VKR of a description of the social effectiveness of the proposed

		activities and a description of possible risks.
The 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 topics of work, the calculation of the number of required personnel, a list of those responsible for key areas of implementation of the proposed activities.
The 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)	The presence of a well-prepared and structured report on the topic of the VKR covering all the key theses of the VKR.
The ability to collect, process and analyze the data necessary to solve the assigned management tasks, using modern tools and intelligent information and analytical systems (OPK-2)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR of a financial analysis of the object of study performed in accordance with the requirements of the department.
The ability to develop sound organizational and managerial decisions, taking into account their social significance, to promote their implementation in a complex and dynamic environment, and to evaluate their consequences (GPC-3)	Not formed (0) Below average (3) Medium (4) High (5)	Application of classical and/or modern decision-making methods within VKR.
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 the list of references of the established sample
The ability to use modern information technologies and software in solving professional problems, including the management of large data arrays and their intellectual analysis (OPK-5)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR of the personnel profile of the object of study.
The ability to understand the principles of operation of modern information technologies and use them to solve problems of professional activity (GPC-6)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR 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 direction of the final qualifying work and a specific competence, this competence is checked as part of the state exam.
Ability to regulate the processes of organizational units or develop administrative regulations for	Not formed (0) Below average (3) Medium (4)	Application of methods of strategic analysis in VKR. If there is no correspondence

organizational units (PK-1)	High (5)	between the direction of the final qualifying work and a specific competence, this competence is checked as part of the state exam.
Ability to design and implement cross-functional organizational processes (PK-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, investment management proposals are evaluated. If there is no correspondence between the direction of the final qualifying work and a specific competence, this competence is checked as part of the state exam.
Ability to identify and engage with stakeholders (PK-3)	Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR, balanced with the current functional strategies, of the student's proposals.
Ability to prepare for implementation, monitor parameters and evaluate the success of changes in the organization (PK-4)	.Not formed (0) Below average (3) Medium (4) High (5)	The presence in the VKR of the project for the introduction of technological, organizational, product changes. If there is no correspondence between the direction of the final qualifying work and a specific competence, this competence is checked as part of the state exam.
Ability to collect information about business problems to identify the organization's business opportunities (PK-5)	Not formed (0) Below average (3) Medium (4) High (5)	Availability in the VKR of proposals on 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 direction of the final qualifying work and a specific competence, this competence is checked as part of the state exam.
The ability to form possible solutions based on the target indicators developed for them, as well as to analyze, justify and select solutions (PK-6)	Not formed (0) Below average (3) Medium (4) High (5)	Evaluation of the quality of proposals with the help of graphs, roadmaps, notations, diagrams in the text of the work and applications.
TOTAL (total points)		Points accumulated *
Average score		The average score is displayed (total score divided by 23)
The level of originality of the text of the final qualifying work		Not less than 70%
The final qualifying work testifies to the professional level of training Surname, first name, patronymic, meets (does not meet) all the requirements for final qualifying works, may (cannot) be admitted to defense, deserves (does not deserve) high marks, and its author is awarded a degree Bachelor in the direction 38.03.02 - Management		

1) ***If there is a record "not formed" for at least one competency, this indicator is not calculated, 0 points are put down***
2) ***If there is no correspondence between the direction of the final qualifying work and a specific competence, this competence is checked as part of the state exam.***

7.5 The structure of the final qualifying work.

You must adhere to the following structure of the thesis:

- title page;
- task for the implementation of the VKR;
- content;
- introduction;
- 3 chapters;
- conclusion;
- list of used literature;
- applications;
- annotation.

7.6 Guidelines for the implementation of the main sections of the final qualifying work.

Introduction

The introduction substantiates the relevance of the chosen topic of the final qualification work, its importance for the enterprise. When substantiating the relevance of the topic, references should be made to special literature, domestic and foreign experience on the problem under study. At the same time, the purpose and objectives of the VKR are clearly formulated in relation to a specific object of study.

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

Chapter 1. Theoretical study

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

This chapter makes up 25% of the VKR.

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

The second chapter of the VKR involves an analysis of the current state of affairs at a given enterprise (organization) and the identification of characteristic features of the functioning of the object of study.

This part of the VKR 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 structure of management, mission of the organization, development strategy and the degree of their implementation, characteristics of products (services), as well as consumers, communication channels, etc.);

- brief technical and technological characteristics of the enterprise (location, occupied areas, schemes of technological equipment);
- prospects for the development of the enterprise;
- analysis of the results of the production and economic activities of the enterprise;
- analysis of the state of affairs at the object under study on the topic under study;
- features of solving problems on the subject 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 effectiveness of economic activity.

The purpose of the analysis of the economic potential and financial condition of the enterprise is a general economic assessment of trends, the identification of deviations and shortcomings in the production and economic activities of the enterprise, the identification of development problems and the causes of the current state of the object of study.

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

To quantify trends and dependencies, you should use the method of graphical analysis, correlation, comparison, grouping,factor analysis, modeling.

In the process of analysis, graphical means of displaying information are used: functionograms, 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 theme of the VKR. This section should contain an analysis and evaluation of a separate line of activity (management, marketing, investment, innovation, foreign economic, logistics, advertising, etc.), or individual divisions and services (transport, repair, energy, etc.).

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

The materials for analysis can be enterprise work plans, annual reports, financial statements, statistical reporting and other official documentation studied by a graduate

student during pre-diploma practice, 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 showing the dynamics of the production of products (services) in physical and cost terms, diagrams characterizing the management structure of the enterprise, its divisions, tables with calculations of the main technical and economic indicators of the enterprise's work over the past 2-3 years, changes values of these indicators, determining the rate of their growth (decrease).

Chapter 2 of the VKR is the main and defining theme of the diploma, its volume should be 35% of the total volume.

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

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

This section formulates managerial, socio-psychological, organizational and technical, and other measures, the basis for the implementation of which is the analysis carried out in Chapter 1 of the VKR. For each proposed measure, a rationale for its expediency should be given, its content should be detailed, the necessary calculations should be made to prove its effectiveness, and a plan for its implementation should be developed.

The content of this chapter is determined by the need for justification from the point of view of obtaining a social, managerial or economic effect from the implementation of the proposed measures to improve the management activities of the enterprise.

The main requirement for this section of the final work is that it should provide a rationale for the socio-economic efficiency of the implementation of the proposed activities. Why do you need to calculatechanges in the main financial and economic indicators of the economic activity of the enterprise, 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 activities, a methodology should be selected and a rationale for its use should be given.

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

- calculation of economic efficiency of costs for the proposed activities;
- quality, timing of activities, their impact on real production and service processes;
- determination of the development prospects of the enterprise (organization);
- assessment of the effectiveness of the work of managerial personnel in the implementation of recommendations;
- justification for increasing the volume of sales and increasing the competitiveness of products;
- assessment of changes in qualitative indicators of the enterprise's activity (image of the enterprise, potential, organizational culture);

– assessment of the social effectiveness of activities and solutions being developed.

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

So, if solutions are proposed for the introduction of new types of services and / or forms of their promotion, improvement of the pricing strategy (use of discounts, discount cards, etc.), promotional activities, provision of additional types of services to customers (delivery of goods to customers by their 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 revenue and the amount of additional profit received as a result of the implementation of the decisions made.

The section should present and analyze the 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 the section is to take into account, assess and manage the situation of uncertainty and the risks associated with it (production, financial, market, etc.)

This section makes up 35% of the VKR.

Conclusion

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

The conclusions are based on a comparison of the current technical and economic indicators of the enterprise and the predicted ones after the implementation of the proposed measures; they characterize the degree of solution of those tasks that were set in the development of the final qualifying work.

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

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

List of used literature

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

Materials of 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. The literature of the last five years should be used.

Applications to the final qualifying work

Applications to the final qualifying work contain additional, supporting information on issues disclosed in the analytical and economic parts of the thesis. These can be: documents, enterprise balance sheets, 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. The text of the Appendix must contain a reference such as "Initial data given in Appendix 1", "The calculation was made on the basis of the tariffs indicated in Appendix 2".

annotation

The final stage of work on the VKR is the preparation of an annotation. The volume of the abstract should not exceed 1 typewritten page. The abstract should contain general information (name of the student, year of defense, title of the topic, object of the VKR) and a brief description of the VKR, 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 annotation should indicate the most interesting materials and solutions that can be used in enterprises and in the educational process. It also indicates a list and a brief description of the sections of the VKR.

Composition, volume, structure of final qualifying works are obligatory for all theses, regardless of subject matter.

7.7. The procedure for defending the final qualification work.

Подготовленная выпускная квалификационная работа, подписанная студентом, рассматривается и подписывается руководителем ВКР. Руководитель в виде письменного отзыва дает свою оценку актуальности, степени решения поставленных задач, степени самостоятельности и инициативности студента, формулировать и ставить задачи своей деятельности при выполнении ВКР; возможности использования полученных результатов на практике, оценивается соответствие студента квалификации специалиста. Если работа выполнена на низком уровне и не соответствует требованиям, то руководитель не допускает её к защите. В конце отзыва в обязательном порядке руководитель отмечает допускается или не допускается ВКР к защите. Допуск или не допуск к защите является основным смыслом отзыва научного руководителя.

The review of the head is submitted to the SAC and read out during the defense of the final qualifying work.

The student who is the author of the entry work is responsible for the decisions made at the VKR and for the reliability of all information. He confirms this by signing at the end of the VKR on the last page of the conclusion. The supervisor and the graduate student are jointly and severally responsible for:

- originality of the VKR text (not less than 70%);
- compliance of the VKR with the task;
- compliance with the design standards (in accordance with GOST).

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

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

The final qualifying work without fail passes the procedure of normative control. The purpose of the normative control is to check the compliance of the design of the VKR with the requirements of GOST and other regulatory documentation. The final work is

provided to the normative controller in full readiness and completeness with the signature of the head of work and, if the result is positive, is transferred to the signature of the head. department. Changes and corrections indicated to the author by the normative controller and related to the violation of existing standards and other regulatory documents are required to be included in the controlled work.

Based on the materials of the final qualification work, the visa of the normative controller and the recall of the head, the head of the department decides on admission to the defense of the VKR and sends it for review.

The review of the VKR should contain the following main provisions. The reviewer evaluates the relevance of the topic of the final qualification work, the correctness of the problem statement, the completeness of their solution, as well as the methods used for this. The review of the VKR 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 written in the review. The final qualifying work is considered by the reviewer and in terms of the correctness of registration. It should be noted that the review should contain specific comments, supported by links to the pages of the reviewed project. In conclusion, it is necessary to indicate whether the VKR 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 VKR was carried out. In the absence of pre-diploma practice in the curriculum and as a result of being 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.

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

Skipping the day of defense is allowed only in exceptional cases for a good reason (illness), about which the student must inform the department in writing before the end of the work of the SAC, attaching supporting documents. The department has the right to verify the authenticity of the submitted documents by requesting their authenticity to 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 in the amount of 8 people from specialists of enterprises, research institutes, leading teachers of the graduating department, representatives of other departments.

The student's speech 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 process of graduation design. VKR defense is necessarily supported by a multimedia presentation. The presentation is made in the PowerPoint program shell. The content and number of presentation slides is determined by the student in accordance with the content of the VKR and approved by the supervisor.

After the defense of the VKR, posters or a disk (floppy disk) with a presentation are handed over by students to the department of diploma documentation of the university, an electronic copy of the graduation project is transferred to the department. An electronic copy is submitted in the following form: Directory - the name of which is the student's surname, the directory contains the file (or files) of the graduation project, the annotation

file of the graduation project, the presentation file of the graduation project (if the defense was held with posters, the poster project), the details file (student's full name , full name of the supervisor, direction / specialty, year of issue, title of the VKR topic, telephone or e-mail for communication). A contact phone number or address is indicated to contact the student in case his project wins in 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, questions does not meet the requirements of the department and the standard of the specialty;
- the graduate student is not prepared (not admitted) to the defense of the VKR.

The decision not to admit a student to the defense of the VKR 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.

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

Features of the GIA for persons with disabilities

For students from among the disabled, the GIA is carried out by the University, taking into account the peculiarities of their psychophysical development, their individual capabilities and health status (hereinafter referred to as "individual characteristics").

When conducting the GIA, the following general requirements are observed: conducting the GIA for the disabled in the same classroom together with students who do not have disabilities, if this does not create difficulties for students when passing the GIA;
the presence in the audience 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 the task, communicate with members of the SEC);

- the use of the necessary technical means for students during the passage of the GIA, taking into account their individual characteristics;
- ensuring the possibility of unhindered access for students with disabilities to classrooms, toilets and other premises, as well as their stay in these premises (the presence of ramps, handrails, extended doorways, elevators, in the absence of elevators, the audience should be located on the first floor, the presence of special chairs and other devices) .

At the written request of a student with a disability, the duration of passing a state certification test by a student with a disability may be increased in relation to the established duration of its delivery:
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 attestation test:

for the blind:

assignments and other materials for passing the state attestation test are drawn up in 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 tasks are performed by students on paper in 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 utensils and paper for writing in Braille, a computer with specialized software for the blind;

for the visually impaired:

- assignments and other materials for passing the state attestation test are drawn up in an enlarged font;
- individual uniform illumination 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
- the presence of sound-amplifying equipment for collective use, if necessary, students are provided with sound-amplifying equipment for individual use;
- at their request, state attestation tests are carried out in writing;

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

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

A student with a disability, no later than 3 months before the start of the GIA, submits a written application on the need to create special conditions for him during state certification tests, indicating the features of his psychophysical development, individual capabilities and health status (hereinafter referred to as individual characteristics). The application is accompanied by documents confirming that the student has individual characteristics (in the absence of these documents 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).

8. Educational, methodological and information support.

8.1 Basic literature

1. Busov V. I. Management decisions: a textbook for universities / V. I. Busov. - M .: Yurait 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 managerial decisions: a textbook and workshop for universities / N. B. Filinov-Chernyshev. — 2nd ed., corrected. 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. Management of competitiveness: 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 Yurayt [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 Yurayt [website]. - url:https://urait.ru/bcode/450662
5. Staroverova K. O. Management. Management efficiency: textbook for universities / K. O. Staroverova. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2020. - 269 p. - (Higher education). - ISBN 978-5-534-09017-8. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/452405
6. Production management. Theory and practice in 2 hours. Part 1.: textbook for universities / I. N. Ivanov [and others]; executive editor I. N. Ivanov. - Moscow: Yurayt Publishing House, 2020. - 404 p. - (Higher education). - ISBN 978-5-534-00015-3. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/466198
7. Production management. Theory and practice in 2 hours. Part 2.: a textbook for universities / I. N. Ivanov [and others]; edited by I. N. Ivanov. - Moscow: Yurayt Publishing House, 2020. - 174 p. - (Higher education). - ISBN 978-5-534-00017-7. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/466201
8. Theory of management: textbook and workshop for academic undergraduate students / V. Ya. Afanasyev [and others]; executive editor V. Ya. Afanasiev. - 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 Yurayt [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: a textbook for academic undergraduate studies / G. B. Polyak [and others]; 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 Yurayt [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 Yurayt [website]. - url:https://urait.ru/bcode/450359

8.2 Further reading

1. Fomichev V. I. Management of quality and competitiveness: 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 Yurayt [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 [and others]; 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: a textbook for universities / A. A. Odintsov. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2020. - 210 p. - (Higher education). - ISBN 978-5-534-04814-8. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/453045(date of access: 05.09.2020)
4. Production management: textbook and workshop for universities / L. S. Leontieva [and others]; edited by L. S. Leontieva, V. I. Kuznetsov. - Moscow: Yurayt Publishing House, 2020. - 305 p. - (Higher education). - ISBN 978-5-534-02469-2. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/450132
5. Mardas A. N. Theory of organization: a textbook for universities / A. N. Mardas, O. A. Gulyaeva. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2020. - 139 p. - (Higher education). - ISBN 978-5-534-06344-8. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/452089
6. Mardas A. N. Theory of management: a textbook for universities / A. N. Mardas, O. A. Gulyaeva. — 2nd ed., corrected. and additional - Moscow: Yurayt Publishing House, 2020. - 307 p. - (Higher education). - ISBN 978-5-534-07387-4. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/453322
7. Prokofieva T. A. System analysis in management: a 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 Yurayt [website]. - url:https://urait.ru/bcode/430166
8. Organizational behavior: textbook and workshop for universities / G. R. Latfullin [and others]; 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
10. Tebekin, A. V. Innovative management: textbook for bachelors / A. V. Tebekin. - 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2020. - 481 p. — (Bachelor. Academic course). — ISBN 978-5-9916-3656-8. - Text: electronic // EBS Yurayt [website]. - url:https://urait.ru/bcode/448053

8.3 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 number 61984042.
- Antivirus software, Kaspersky Endpoint Security for Business - Standard. License No. 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.

8. Logistics of the State Final Attestation

Computing center computer auditorium - tables, chairs, classroom board, multimediacomplex (projector, wall projection screen, personal computer, speakers for sound reproduction), personal computers. Workplace of the SAC members: 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, racks with scientific, educational and periodic literature on the profile of the educational program, personal computers.