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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 of "Management"

METHODOLOGICAL INSTRUCTIONS FOR THE PERFORMANCE OF THE FINAL QUALIFICATION WORK

Direction of training
38.03.02 "Management"
Educational program "Business Process Management"

Qualification (degree) of the graduate
Bachelor

Form of study
Part-time

Moscow 2022

Content:

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1. The procedure for preparing for the implementation of the final qualifying work of the student.

First requirement – relevance and practical significance (value) of FQW for the market economy system; the second requirement is a systematic approach to solving problems determined by the topic studied in the FQW; the third requirement is the use of computer technologies for collecting, processing and analyzing information used in FQW, carrying out analytical calculations, forecasting, strategic and operational planning; the fourth requirement is the presence of elements of a 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 (FQW) 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 FQW, which is approved by the head of the graduating department. The scientific adviser of the FQW 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 FQW, 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 FQW:

- in accordance with the theme of the FQW, he takes part in resolving issues related to the organization and passage of pre-diploma practice;
- formulates the tasks on the basis of which materials are collected for the FQW and the content of the report for the period of practice is compiled (through the approved assignment for undergraduate practice);

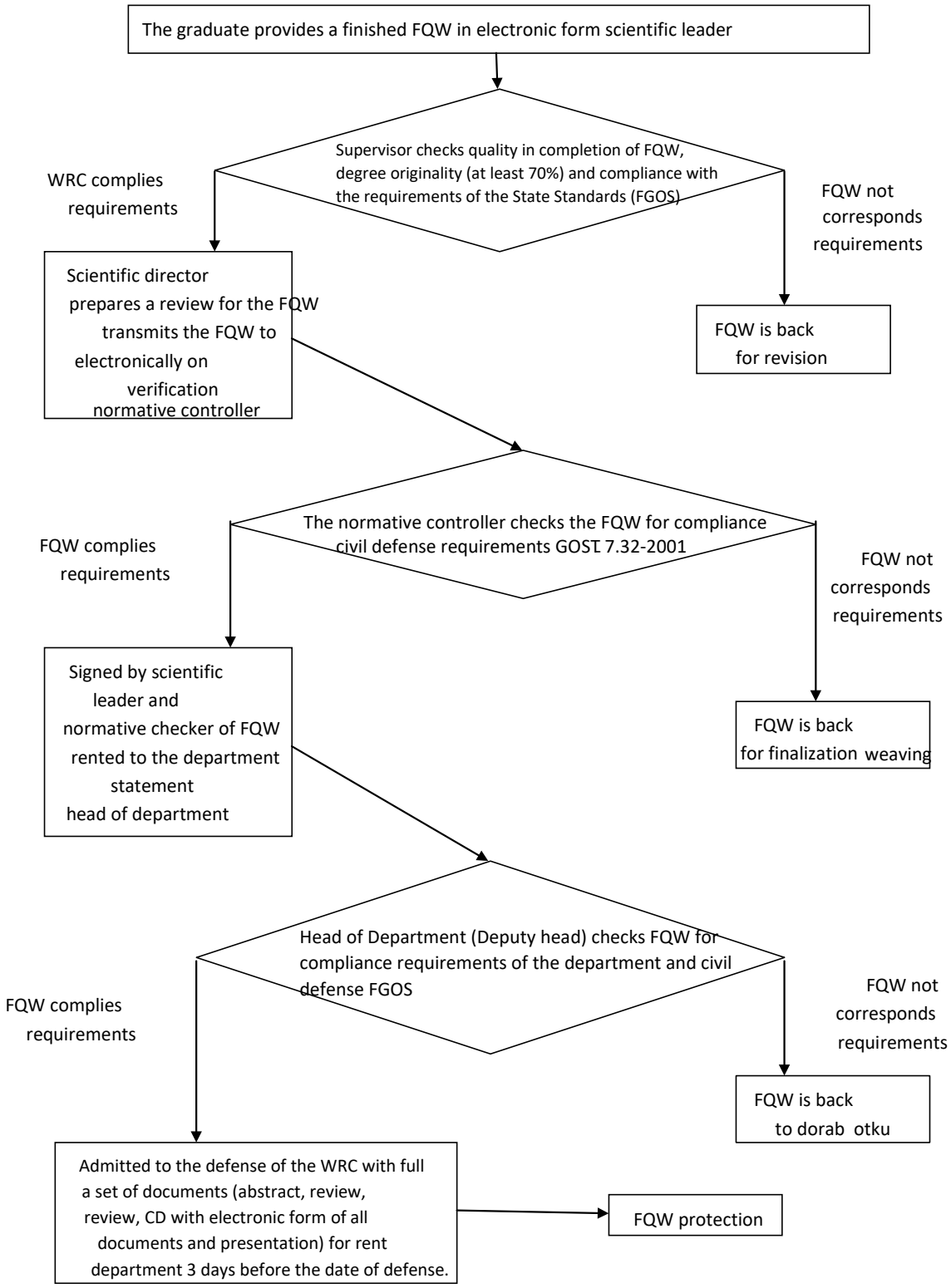


Figure 1 - Block diagram of the admission of FQW to protection

– together with the graduate (graduate student) draws up a calendar schedule for the entire period of graduation design;

− recommends the student the necessary literature, reference and archival materials, standard projects and other sources on the subject of the FQW;

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

− together with the graduate is responsible for the completion of the task and the originality of the FQW;

− determines the readiness of the student for the defense of the FQW;

− gives a written response to the FQW, which is submitted to the SEC. The process of admission of FQW to protection is shown in Figure 1.

2. The structure of the final qualifying work.

It is necessary to adhere to the following structure of the final qualifying work:

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

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 FQW 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 FQW.

Chapter 1. Theoretical study

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

This chapter makes up 25% of the FQW.

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

The second chapter of the FQW 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 FQW may have the following structure (EXAMPLE):

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

- organizational and economic characteristics at enterprises (organizational and legal form, organizational structure of management, mission of the organization, development strategy and degree of their implementation, characteristics about induction (services), as well as consumers, communication channels, etc.);
- brief techno-technological characteristics at the enterprise (location, occupied area, scheme 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 use main productioncapital 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, the method of graphical analysis, correlation, comparison, grouping, factor analysis, and modeling should be used.

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 marketing research, on the basis of which it will be possible to propose specific measures to improve the efficiency of the organization.

2.3. "Analysis of a separate area of activity of an enterprise (organization) or division" related to the theme of the FQW. 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 FQW, 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 FQW 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.

Solutions to existing problems at the enterprise (if any), develop practical recommendations and measures to solve the problem posed in the final work.

This section formulates managerial, socio-psychological, organizational and technical, and other measures, the basis for the implementation of which is the analysis carried out in Chapter 1 of the FQW. 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 is it necessary to calculate the changes 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 FQW.

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 FQW.

Conclusion

The final part of the FQW 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

The list of used literature should contain a list of primary sources used in the course of the work, grouped in alphabetical order or in the order of mention in the text and contain at least 50 references 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 FQW 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 FQW) and a brief description of the FQW, 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 FQW.

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

3. Requirements for final qualification works, including the volume, content and design of the FQW

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

The preparation and defense of the final qualification work presupposes that the student has the skills to formulate and solve problems, to systematically analyze general trends and specific situations in the field of management and management, to master the methodological apparatus that allows 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 skill of the author:

- conduct qualified research on a topic relevant to modern management and management;
- discover the connection between theory and practice within a particular 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 over the final qualifying work is carried out by the supervisor and the graduating department.

Registration of FQW

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

WRC 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 should be black, the height of letters, numbers and other characters should be at least 1.8 mm (point size 12-14). The text of the final work should be printed, observing the following margins: right - 10 mm, top - 20 mm, left and bottom - 20 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.

WRC 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 name. 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.

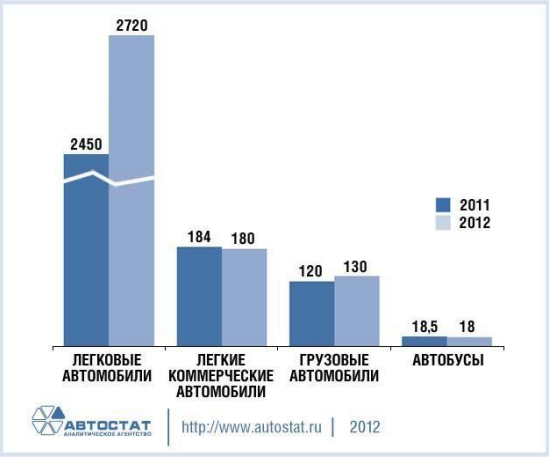


Figure 2 - Forecast for the development of the automotive market

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 must be linked.

in graduation 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	Counts (columns)	Counts (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, И, 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 making references.

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: In preparation
illustrative material used graphics package Corel Draw;

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.

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