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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education
"MOSCOW POLYTECHNIC UNIVERSITY

Faculty of Economics and Management,
Department of Management

METHODOLOGICAL INSTRUCTIONS FOR THE IMPLEMENTATION OF THE FINAL QUALIFICATION WORK

Direction of training
38.03.02 - "Management"
Educational Program "Business Process Management"

Graduate qualification (degree)
Bachelor's degree

Form of training
Full-time
Part-time

Moscow 2024.

Content:

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2. Structure of the final qualification work.....5
3. Requirements for final qualification works, including the scope, content and design.....11

1. Procedure of preparation for the final qualification work of the student's work.

The first requirement is the relevance and practical significance (value) of the MCD for the market economy system; the **second requirement is a** systematic approach to solving the problems defined by the topic investigated in the MCD; the **third requirement is the** use of computer technologies for collecting, processing and analyzing information used in the MCD, analytical calculations, forecasting, strategic and operational planning; the **fourth requirement** is the presence of elements of creativity and innovative management technologies in the development and implementation of the MCD; the **third requirement** is the use of computer technologies for collecting, processing and analyzing information used in the MCD; the **fourth requirement is the** presence of elements of creative approach and innovative management technologies in the development and implementation of the MCD.

The defense of the final qualification work is a form of state final certification of a bachelor. Graduation qualification work (GQW) 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.

Graduation qualification work is written after the completion of the course of study, pre-diploma practice, completion of course projects, coursework and control works, passing tests, exams and credits in economic, financial and information disciplines. The graduate qualification 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 scientific supervisor of the final qualification work on the basis of the materials collected during the internship forms the task for the final qualification work, which is approved by the head of the graduation department. The scientific supervisor of the final qualification work is appointed by the head of pre-diploma practice. At the end of pre-diploma practice, the student submits a report, which should contain all the necessary materials for the implementation of the diploma project. The report is accepted by the supervisor of the thesis, pre-evaluated and sent for defense to the intra-departmental commission appointed by the head of the department.

In addition to this the head of the WRC:

- in accordance with the topic of the thesis takes part in solving the issues on the organization and completion of pre-diploma practice;

- formulates the tasks on the basis of which the materials for the internship are collected and the content of the report for the internship period is compiled (by means of the approved assignment for pre-diploma practice);

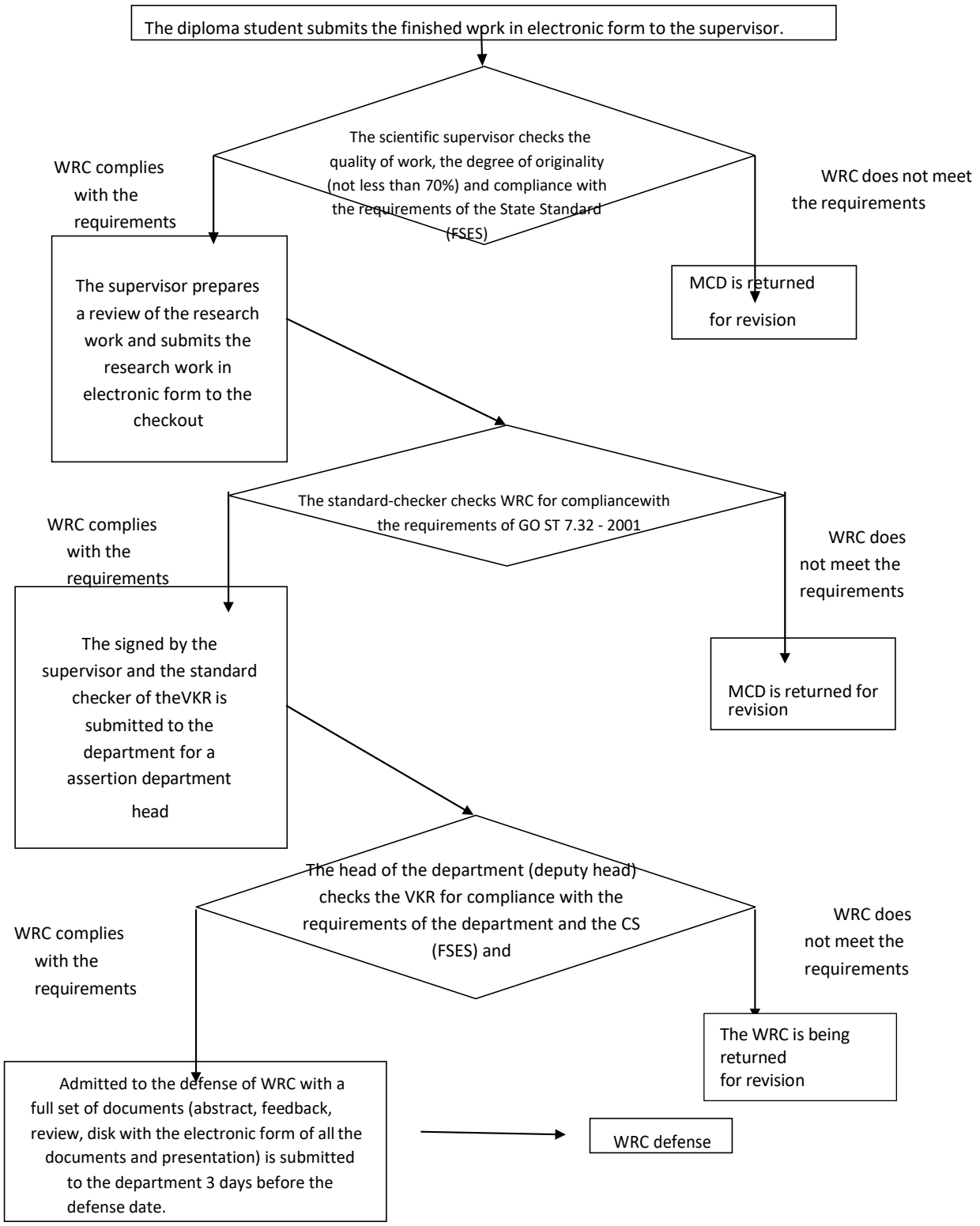


Figure 1 - Block diagram of admission to defense of MCD

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

- recommends to the student the necessary literature, reference and archive materials, model projects and other sources on the topic of WRC;

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

-is responsible for the fulfillment of the task and originality of the thesis;

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

- gives a written feedback on the WRC, which is submitted to the GEC.

The process of admission to defense is presented in Figure 1.

2. Structure of the final qualification work.

It is necessary adhere to following structure graduate qualification work:

- cover page;
- task for the fulfillment of WRC;
- Table of Contents;
- introduction;
- 3 chapters;
- Conclusion;
- list of references used;
- appendices;
- Annotation.

Introduction

The introduction substantiates the relevance of the selected topic of graduate qualification work, its importance for the enterprise. When justifying the relevance of the topic should make references to specialized literature, domestic and foreign experience on the problem under study. At the same time, the purpose and objectives of the qualification work in relation to a specific object of research are clearly formulated.

The introduction should reflect on the basis of what information the final qualification work is based, what methods were used to collect and process materials. The volume of the introduction should not exceed 2% of the total volume of the work.

Chapter 1: Theoretical study

B first chapter VKR are considered theoretical issues of the problem under study.

This chapter makes up 25% of the WRC.

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

The second chapter of VKR assumes the analysis of the existing state of affairs at the given enterprise (organization) and identification of characteristic features of functioning of the object of research.

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

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

- organizational and economic characteristics of the enterprise (organizational and legal form, organizational management structure, mission of the organization, development strategy and the degree of their implementation, characteristics of products (services), as well as 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;
- analyzing results production and economic activity of the enterprise;
- analysis of the state of affairs at the object under study on the topic under study;
- peculiarities of solving problems on the subject of the thesis at the present time.

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

- 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 manufactured products (works, services);
- analysis of production and sales volume, sales volume;
- analysis utilization of fixed production capital and equipment;
- analysis of material resource utilization;
- analysis of the use of the labor remuneration fund;
- Labor productivity analysis;
- Analysis of the efficiency of economic activity.

The purpose of analyzing the economic potential and financial condition of the enterprise is a general economic assessment of trends, identification of deviations and shortcomings of production and economic activity of the enterprise, identification of development problems and causes of the existing state of the object of study.

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

The method of graphical analysis, correlation, comparison, groupings, factor analysis, modeling should be used to quantitatively characterize trends and dependencies.

In the process of analysis graphic means of information display are used: function diagrams, sociograms, histograms, line graphs, charts, diagrams, schemes, flowcharts of algorithms.

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

2.3. "Analysis of a separate line of activity of the enterprise (organization) or subdivision", related to the topic of WRC. This section should contain the analysis and evaluation of a separate line of activity (management, marketing, investment, innovation, foreign economic, logistics, advertising, etc.), or separate divisions and services (transportation, repair, energy, etc.).

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

The materials for analysis can be plans of work of the enterprise, annual reports, accounting reports, statistical reports and other service documentation, studied by the student-diploma student during the pre-diploma practice, as well as the results of their own sociological, marketing and other research.

On the basis of analyzing the activity of the enterprise, graphs showing the dynamics of production are performed

(services) in natural and cost indicators, schemes characterizing the management structure of the enterprise, its divisions, tables with calculations of the main technical and economic indicators of the enterprise for the last 2-3 years, changes in the values of these indicators, determining the rate of their growth (decline). Chapter 2 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 activity of the enterprise (organization) and assessment of their effectiveness.

To solve the existing problems at the enterprise (if any), to develop practical recommendations and measures to solve the task set in the graduate work.

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

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

The main requirement for this section of the thesis is that it should provide justification of social and economic efficiency of the proposed measures. For what it is necessary to calculate the changes in the main financial and economic indicators of 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 measures, a methodology should be selected and the rationale for its use should be given.

The evaluation of the effectiveness of the proposed activities may cover the following groups of indicators by direction:

- calculating the cost-effectiveness of the proposed activities;

- quality, timing of activities, and their impact on actual production and maintenance processes;
- determination of the enterprise's (organization's) development prospects;
- assessment of the labor efficiency of management personnel in implementing the recommendations;
- justification increase volume sales и increasing the competitiveness of products;
- assessment of changes in qualitative indicators of the enterprise's activity (enterprise image, potential, organizational culture);
- assessment of the social effectiveness of measures and solutions being developed.

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

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

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

This section makes up 35% of the WRC.

Conclusion

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

The conclusions are based on the comparison of the current technical and economic indicators of the enterprise and the forecast ones after the implementation of the proposed measures; they characterize the degree of the solution

those tasks that were set during the development of the final qualification work.

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

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

List of references used

The list of used literature should contain a list of primary sources used in the course of work, is grouped in alphabetical order or in the order of mentioning 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 listed.

When selecting literature, it is important to consider the time of its publication. Literature from the last five years should be used.

Appendices to the final qualification work

Appendices to the graduate qualification work contain additional, auxiliary information on the issues disclosed in the analytical and economic parts of the thesis. These can be: documents, balance sheets of the enterprise, forms, rules, flow charts, minutes of meetings, comparative (primary) tables and others.

Each annex should have its own serial number and title. Annexes are numbered ("Annex 1", "Annex 2", etc.) in the upper right corner of the sheet. In the text, the Annex must be referred to by a reference of the following type "Initial data given in Annex 1", "Calculation made on the basis of tariffs given in Annex 2".

Annotation

The final stage of work on WRC is to write an abstract. The volume of the abstract should not exceed 1 page of typewritten text. The abstract should contain general information (name of the diploma holder, year of defence, name of the topic, the object of the research) and a brief description of the research with the indication of its purpose, characteristics of the most important materials available in the analytical part, a list of the main recommendations and proposals characterizing the essence and effectiveness of the research. The abstract should indicate the most interesting materials and solutions that can be used at enterprises and in the educational process. It also indicates the list and brief characteristic of the sections of the WRC.

The composition, scope, structure of graduate qualification works are mandatory for all theses, regardless of the subject matter.

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

Graduation qualification 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.

Preparation and defense of graduate qualification work presupposes that the student has the skills and abilities to formulate and solve problems, systematically analyze the general trends and specific situations in the field of management and management, to possess the methodological apparatus that allows you to study, analyze and predict phenomena in the field of management and management. When performing a graduate qualification work, the student shows the skills of independent solution at the modern level of problems related to their professional activities, professional presentation of specialized information, scientific argumentation and defense of their point of view.

Graduate qualification work is the result of scientific and applied research of a bachelor.

A graduate qualification paper should testify to the author's ability and skill:

- conduct qualified research on a topic relevant to modern management and administration;
- discover the relationship between theory and practice within a particular research topic;
- search for and process information from various types of sources;
- conduct statistical processing data и analyze analyze the results obtained;
- to make reasonable conclusions on the results of the research, having novelty and practical significance.

Control for final qualification work is carried out by the supervisor and the graduation department.

Formatting of the MCD

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

The pages of the text, illustrations and tables included in the final work should correspond to the format A4 according to GOST 9327.

The graduate qualification work should be done by any printing method on one side of a sheet of white A4 paper at one and a half intervals. The font color should be black, the height of letters, numbers and other characters - at least 1.8 mm (font size 12-14). The text of the final work should be typed, observing the following margins: right - 10 mm, top - 20 mm, left and bottom - 20 mm.

It is allowed to use computerized opportunities to emphasize certain terms, formulas, theorems, using different fonts.

Regardless of the method of execution of the final work, the quality of the printed text and the design of illustrations, tables, printouts from the computer must meet the requirement of their clear reproduction.

When completing 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 the page, except for blank lines at the end of the section. There should be clear, unblurred lines, letters, numbers and signs in the graduate work.

Typos, mistakes and graphical inaccuracies found in the process of preparing the work may be corrected by erasing or covering with white paint and applying in the same place the corrected text (graphics) by typewriting or black ink, paste or ink - by handwriting.

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

The main body of the paper should be divided into sections, subsections and paragraphs. Paragraphs, if necessary, may be divided into subparagraphs. 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 with Arabic numerals and written with a paragraph indent.

Sections of the WRC include the content, introduction, chapters, conclusion, list of used sources, appendices.

It is allowed to make drawings, graphs, diagrams, schemes by means of computer printing. Photographs in the size of

smaller than A4 size should be pasted on standard sheets of white paper.

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

If there is only one figure, it is labeled "Figure 1". The word "figure" and its name should be placed in the middle of the line. It is allowed to number illustrations within a section. In this case, the number of the illustration consists of the number of the section and the serial number of the illustration, separated by a dot. For example, Figure 1.1.

Illustrations, if necessary, may be titled. Word
"Figure" and title are placed after the illustration and centered.

Illustrations of each annex shall be identified by separate numbering in Arabic numerals with the annex designation added before the number. For example, Figure A.3. When referring to illustrations, write ".... in accordance with figure 2" for continuous numbering and "..." for continuous numbering and "... in accordance with Figure 1.2" when numbering within a section. Abbreviations of the word figure when referring in the text are inadmissible.

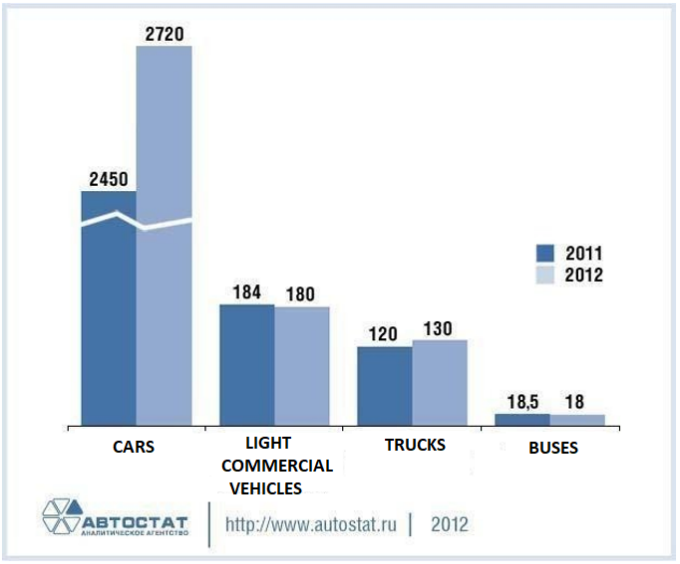


Figure 2 - Automotive market development forecast

Tables are used for better visibility and ease of comparison of indicators. The title of the table, if any, should reflect its content, be accurate and concise. The title of the table should be placed above the table on the left, without a paragraph indent in one line with its number through a dash. When transferring a part of the table, the title should be placed only above the first part of the table, the lower horizontal line limiting the table should not be 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 paper. When referencing, the word "table" should be written with the indication of its number, without putting the number sign (No.).

A table with a large number of rows may be transferred to another sheet (page). When transferring a part of the table to another sheet, the word "Table continuation" should be written above the other parts on the right and the number of the table should be indicated, for example: "Continuation of Table 1". When transferring a table to another sheet (page), the title should be placed only above its first part. If the rows or columns of the table exceed the format of the page, it is divided into parts, placing one part under the other or next to it, and in each part of the table repeat its head and sidewall. When dividing the table into parts, its head or sidebar may be replaced by the number of columns and rows, respectively. In this case, the columns and (or) rows of the first part of the table shall be numbered with Arabic numerals.

If the text repeating in different rows of the table column consists o f one word, it is allowed to replace it with quotation marks after the first writing; if it consists of two or more words, it is replaced with the words "Same" at the first repetition and then with quotation marks. It is not allowed to put quotation marks instead of repeating figures, marks, signs, mathematical and chemical symbols. If numerical or other data in any line of the table is not given, it is dashed. ***Example of table layout.***

Table 1 - Dynamics of car market capacity in Russia in 2012-2015 in billions of rubles

Head	Box headings			
				Subheadings
Heading box	graphs (columns)	graphs (columns)	Graphs (columns)	Graphs (columns)

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

Equations and formulas should be separated from the text on a separate line. At least one free line should be left above and below each formula or equation. If an equation does not fit on one line, it should be moved after the equal sign (=) or after the plus (+), minus (-), multiplication (x), division (:), or other mathematical symbols.

signs, and the sign at the beginning of the next line is repeated. When transferring the formula on the sign symbolizing the multiplication operation, apply the sign "X".

Explanation of the values 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 in sequence throughout the work in Arabic numerals in parentheses in the rightmost position on the line.

Example

A=a:b, (1)

B=c:e. (2)

One formula is denoted by - (1).

Formulas, placed в appendices, should number separately numbered in Arabic numerals within each annex, with the annex designation added before each numeral, e.g. formula (B.1). References in the text to formula numbers are given in brackets. An example is in formula (1).

The appendix is designed as a continuation of the work on its subsequent pages or issued as an independent section of the work.

All appendices should be referenced in the text of the work. Appendices are arranged in the order of references to them in the text of the work. Each appendix should start on a new page with the word "Appendix" at the top in the middle of the page.

The appendix should have a title, which is written symmetrically to the text with a capital letter on a separate line.

Appendices are indicated by capital letters of the Russian alphabet starting with A, except for the letters Y o , 3, I, O, O, Ch, B , Y , K . After the word "Appendix" is followed by a letter indicating its sequence.

Annexes may be labeled with the letters of the Latin alphabet, e x c e p t f o r t h e letters I and O.

In case of full use of letters of the Russian and Latin alphabets it is allowed to designate annexes by Arabic numerals.

If there is only one appendix in a graduate thesis, it is labeled as follows "Appendix A."

All appendices should be referenced in the main body of the document, and the table of contents should list all appendices with their number and title.

A bibliographic reference is a set of bibliographic information about something cited, discussed or mentioned in the text

another document (its constituent part or group of documents) necessary for its general characterization, identification and retrieval.

In-text citations are used when a significant part of the reference has been incorporated into the main text of the work so organically that it is impossible to remove it from the text without replacing it with another text. In this case, only the output data and the number of the page on which the quoted place is printed, or only the output data (if the page number is indicated in the text), or only the page number (if the reference is repeated) are indicated in brackets. A shorter version of references is also possible, in which case the number of the literary source indicated in the list of used sources is taken in square brackets. When referring to the page of the source in the main text, the latter is also enclosed in square brackets.

For example: [24, p. 44], which means: 24 sources, 44 pages.

Subline references to sources are used in the text of graduate work when references are needed in the course of reading, and inside the text it is impossible or undesirable to place them in order not to complicate the reading and not to complicate the search for reference.

References to the applied computer technologies. If in the process of working on the work or in the preparation and design of the work were used any computer technology, it can be indicated both directly in the text of the work, and in a special appendix. For example:

In preparation

The Corel Draw graphic package was used for illustrative material;

The text was prepared in Microsoft® Word text editor; Calculations were performed using Excel program.

The verbatim borrowing of text or concepts from works without reference to them is not allowed and may be grounds for withdrawing the work from the defense and giving an unsatisfactory grade.

List of references used.

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