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MINISTRY OF SCIENCE AND HIGHER EDUCATION OH THE RUSSIAN FEDERATION

Federal State Autonimous Educational Institution of Higher Education
«Moscow Polytechnic University»

Faculty of Economics and Management
Department of Management

METHODOLOGICAL INSTRUCTIONS FOR IMPLEMENTATION COURSE WORK
by discipline
"Startup Management"

Direction of training
03.38.02 – “Management”
Profile: “Business Process Management”

Graduate qualification (degree)
Bachelor

Form of study
Full-time, part-time

Moscow, 2024 year.

1.The purpose and organization of the course work.

Students in the process of studying the discipline "Startup management" perform coursework in accordance with the curriculum of the training area 38.03.02 "Management".

The purpose of the course work is the acquisition by students of organizational skills, managerial and financial skills necessary for the integrated management of a startup at its various stages. Structurally, the course work consists of two parts – theoretical and practical. The theoretical part is devoted to methodological issues of startup management, and the practical part is devoted to the formation and presentation of the idea of your own startup.

Coursework completed with a grade of “good” or “excellent” may in the future be one of the components of the graduation qualifying work. Coursework must be completed and presented within the time limits established by the educational process schedule.

Completing coursework involves:

– familiarization with the program of the discipline “Startup Management” and methodological recommendations for completing coursework;

– elaboration of the relevant sections of the management methodology startup, studying recommended educational and specialized literature;

– drawing up a coursework plan;

– coverage of the studied methodology and methods of startup management in theoretical part of the course work;

– performing the practical part of the course work using mastered scientific methods;

– preparation of coursework in accordance with established standards requirements. Choosing a topic for course work and an assignment option for the practical part is carried out on the basis of table. The student has the right to independently choose a topic to be performed at specific statistical materials available to the student, as well as in depending on the profile of his work, professional and scientific interests.

The choice of topics for coursework at the student's discretion is carried out according to agreement with the teacher. It is also possible to complete coursework work on an individual topic proposed by the student himself. For approval of the topic of elective coursework or individual topic the student must submit an application to the department with a brief justification for choosing a topic. Signed by the head of the department or his. The substitute application is permission to complete coursework.

The department teacher, who is the supervisor of the course work, approves the work plan and advises the student on its implementation. At consultations, the student discusses and clarifies the content of the theoretical part of the work, and also submits the practical part for testing. For all questions related to coursework, please contact the work supervisor

Completed work within the deadlines established by the academic schedule is submitted for review to the department. The review period is no more than 5–7 days. The reviewer evaluates the quality of the work, the degree of independence in its implementation, the level of literacy in the presentation of the material, notes the positive aspects and disadvantages of the work and determines whether it is allowed to be defended. A review of course work is compiled in writing and evaluates the quality of the work performed in accordance with the Regulations on the point-rating system for assessing students' knowledge.

The reviewed work, which received a positive assessment, is returned to the student for preparation for defense. Based on all the reviewer’s comments, the student must make the necessary corrections and additions before defending the course work. If the course work is not approved for defense, then it must be revised in accordance with the supervisor’s comments. The reviewer has the right to not allow the work to be defended if it does not meet the requirements for the structure and content of the theoretical or practical parts, was not completed independently, or contains data without reference to their sources. The student submits the repeated coursework for review along with a review of the previous version of the work.

Defense of the course work consists of an oral report of the results of the work and answers to questions related to its content. In the process of defending a course work, the student's level of knowledge and the degree of his independence in performing the work are revealed. If necessary, the defense of the analytical part completed by the student is carried out in the computer room.

Students who receive an unsatisfactory grade in their defense are not allowed to take the exam. In this case, the student must make the necessary changes to the work and better prepare for the re-defense. If the assessment is repeated unsatisfactorily, the student receives another coursework topic from the department to complete.

2. The structure of the course work.

When completing coursework, you must adhere to the following structure:

- title page;
- table of contents;
- introduction;
- theoretical part;
- practical part;
- conclusion;
- list of used literature;
- applications.

The title page is the first page of the course work. A sample title page design is given in the Appendix. The table of contents (volume - one page) gives the names of all sections of the work, indicating the pages from which these sections begin.

All sections of the course work, with the exception of the introduction, conclusion, list of references and appendices, must be numbered. The introduction, conclusion and list of references are not numbered. The names of sections in the table of contents must exactly match their names in the text.

2.1. Requirements for the structure and content of the theoretical part of the course work.

The theoretical part (volume – 10–12 pages) is aimed at deepening students' knowledge in certain sections of the scientific methodology of start-up management in accordance with the thematic focus of the work.

This section is theoretical in nature. It examines the work of domestic and foreign authors on the theory and practice of the startup management problem (task) analyzed in the course work and possible directions for solving them, provides an overview of regulations and literary sources, their assessment, and substantiates the student's own position.

The chapter serves as a theoretical basis for future generalizations and proposals on the main issue of the topic. The text must contain links to the sources used. This chapter should show what theoretical approaches are available to the problem under consideration, which of them, in the student's opinion, is most acceptable for the organization under study.

In general, the theoretical part should consider:

– the concept and essence of the phenomenon or process being studied;

– a brief historical overview (evolution) of views on the problem under study, a comparative analysis of research in Russia and abroad;

– trends in the development of certain processes;

– managerial, social, organizational, political and technological factors that influence the solution of the problem.

The plan for presenting this part must be drawn up by the student after studying the relevant literature and agreed with the supervisor of the work. It is advisable to divide the theoretical part of the course work into three paragraphs. The content and titles of paragraphs can be determined by the student independently, depending on the specifics of the chosen topic and the availability of practical material.

Only those issues that directly relate to the main content of the topic should be covered, without touching on the problems of other branches of knowledge

2.2. Requirements for completing and preparing the practical part of the course work.

The practical part of the course work (volume - 15-25 pages - is aimed at students mastering the methodology and techniques for developing their own startup).

It is recommended to carry out the practical part in accordance with the structure given in Section 4.

3. Requirements for the preparation of coursework

When completing your coursework, you must adhere to the following requirements.

1. The volume of course work is 30–35 pages of typewritten text (excluding appendices) on standard A4 sheets, typed on a computer using a word processor, spreadsheet processor or other software.

2. Pages must be numbered and designed taking into account the established requirements: font typeface – Times New Roman, font size – 14, line spacing – one and a half, paragraph indent – 1.25 cm; margin sizes: top and bottom – 2 cm, left – 3, right – 1.5 cm.

3. Each structural part of the work should be started on a new page. There are no periods at the end of the title of a section, chapter, or paragraph.

4. Abbreviations of words and the use of abbreviations, with the exception of generally accepted ones, are not allowed in the work.

5. Statistical data, figures and facts presented in the work must be accompanied by links to relevant sources of information from the list of references used.

6. Each table should have a thematic heading. All tables must have continuous numbering (separate for theoretical, practical and analytical parts).

7. The diagrams and graphs presented in the work must also be numbered and have captions (numbering is continuous within the section).

8. The description of literary sources is carried out in accordance with the standard requirements given in the previous section.

9. When preparing applications, each application must begin on a new sheet with the word “Appendix” indicated in the upper right corner and have a thematic heading, which is located in the center. Applications are numbered with Arabic numerals. The connection of applications with the main text is carried out through links in the text to the corresponding applications.

10. On the last page of the course work, the student must sign and date it.

The structure and content of coursework aimed at forming a student startup

1. Describe the basic idea of the startup.

Example of student execution:

Modern business adapts to new requirements. Individual specialists and professional groups are looking for alternative options for organizing their workspace. Traditional offices are being replaced by so-called coworking centers.

The goal of the project is to open a coworking center to provide a range of services in the field of coworking (organizing the work of various specialists in one territory, which is a “joint office”).

The target audience of the coworking center consists of various groups, which include freelancers, aspiring entrepreneurs, the self-employed population, as well as people seeking self-development.

Coworking centers have the following advantages:

-saving on renting premises;

-variability: you can rent one workplace for a certain period of time, or periodically visit the center, taking advantage of the free space;

-centers are suitable for organizing individual work and for holding group business meetings.

-the business environment contributes to increased productivity;

-coworking centers can become a platform for useful business contacts;

-the centers are equipped with everything necessary for work: office equipment, Wi-Fi, etc.

Coworking as a business in Russia is a promising direction.

Factors:

-low competition, prospects for expanding the sphere in the future. This is a new phenomenon in the Russian business environment. Today, about 300 coworking centers are registered throughout the country, 1/3 of them are located in Moscow. For other large cities, this niche is freer and opens up many prospects.

-there is active support for entrepreneurs in this segment.

-the percentage of remote employment in Russia is growing every year. According to J'son & Partners Consulting, by 2020 the share of remotely working employees in Russia will grow to 20%; large Russian companies are already demonstrating a trend towards switching to remote work. For example, the VimpelCom company announced the closure of 70% of its offices and the transfer of employees to remote work.

-small and medium-sized businesses also support this trend. According to the results of a survey conducted by Bitrix 24, 27% of companies plan to transfer more than half of their staff to remote work.

Thus, the opening of a coworking center will allow us to take into account the trends of modern economics and entrepreneurship and occupy a free niche in anticipation of the development of this area.

2. Describe the need (real problem) of consumers that your startup will help solve.

Example of student execution:

Needs:

1. Flexible office property management

— Possibility of short-term rental for the required period (from one hour to several months);

— Possibility to choose any number of places (from 1 workplace to several mini-offices combined with workplaces, with the option of subsequent expansion or reduction of the occupied space)

— Availability of different formats (here each person or work team can rent a workplace of a convenient type - loose, assigned, mini-office

2. Atmosphere, design, networking

— In the modern world, the workplace becomes a characteristic of status. Working in a flexible workspace is interesting to a new generation of workers who value getting emotions, impressions and new experiences. For them, the design, atmosphere and “trendy” of the place in which they work are important.

— The atmosphere of a flexible workspace is different from a traditional office. There are many common areas with sofas and ottomans, where you can relax and work, changing the environment.

3. All necessary set of services

- Providing the necessary equipment (table, chair, storage box, table lamp, etc.)
- Common areas, kitchen, where free drinks are provided (tea, coffee, water)
- Cleaning
- Internet
- Meeting rooms
- Reception services (meeting guests, tea and coffee for guests)
- Telephony
- Office equipment (printer/scanner)
- Conference rooms
- Access 24/7

In recent years, coworking centers have been gaining popularity as there is a trend for professionals to switch to remote work. Photographers, designers, IT specialists, writers, lawyers - representatives of completely different professions come to the conclusion that using coworking centers is much more convenient and cheaper than renting expensive offices in the city center.

67% of job seekers show a desire to work remotely. And the number of vacancies offering such work is about 35% of the total share of advertisements. Such centers allow small and medium-sized businesses to save money on renting office space during a crisis.

3. Describe the specific group of consumers (target audience) of your startup: age, level of education, income level, frequency of need.

Example of student execution:

The target audience of the coworking center consists of various groups, which include freelancers, company employees, aspiring entrepreneurs, the self-employed population, as well as people seeking self-development.

The target audience of coworking spaces can be divided into four large groups:

1. Aspiring entrepreneurs

Startups (most often engaged in IT and consulting) are small teams of 5 to 10 people. This audience is the largest.

In 2018, the main potential coworking tenant is a small team of young people with a high level of education who are engaged in high-margin business.

2. Company employees

Clients who need a temporary office (for example, during a move, when expanding staff, or to accommodate project teams). Currently, the share of such clients is still small, but their demand is gradually increasing

3. Freelancers

These include IT specialists, copywriters, translators, copywriters, designers and other specialists working remotely. This group mainly includes representatives of intellectual work;

– some of them do not need a permanent office, while others do not have the opportunity to rent an expensive office on a permanent basis;

4. Self-employed population

This group usually includes representatives of creative professions (photographers, writers, coaches, etc.).

We can also separately highlight people who strive for self-development and attend various events in coworking centers. Thus, the audience of coworking centers is quite diverse and numerous.

4. Make a rough plan for analyzing the potential market. What activities need to be carried out, in what time frame and using what tools (to confirm the presence of real needs)

Example of student execution:

Coworking as a business in Russia is a promising area, since competition in this market is still low, and the area has room to grow.

The development of the economy and entrepreneurship is very dynamic. Changes affect all organizational processes of a business. Modern business adapts to new requirements. Individual specialists and professional groups are looking for alternative options for organizing their workspace. Conventional offices, for which significant amounts of money are spent on rent, are being replaced by so-called coworking centers - a place where you can work, hold business meetings, use Wi-Fi and relax.

In recent years, coworking centers have been gaining popularity as there is a trend for professionals to switch to remote work. Photographers, designers, IT specialists, writers, lawyers - representatives of completely different professions come to the conclusion that using coworking centers is much more convenient and cheaper than renting expensive offices in the city center. The first coworking center in Russia was opened in Chelyabinsk in 2008. Today, there are about 300 coworking centers registered in Russia, more than 100 of which are located in Moscow. However, it is too early to talk about market saturation.

This format has taken root well in many countries, but in Russia it is still at the initial stage of its development and has not acquired the same scale as abroad. The reason for this lies in the specifics of the domestic economy: firstly, remote employment of specialists in Russia does not exceed 5% of the total active economically employed population (for comparison, in the USA, 45% of employees work remotely or have such an opportunity); secondly, tenants are reluctant to rent

out premises intended for coworking centers, as they consider this business to be rather fickle. Despite this, positive trends in business allow us to talk about coworking centers as a promising direction, because:

● Every year the percentage of remote employment in Russia is growing. According to J'son & Partners Consulting, by 2020 the share of remotely working employees in Russia will grow to 20%, which will provide employers with savings of more than 1 trillion. rubles

● large Russian companies are already demonstrating a tendency to switch to remote work. For example, the VimpelCom company announced the closure of 70% of its offices and the transfer of employees to remote work. Small and medium-sized businesses also support this trend. According to the results of a survey conducted by Bitrix 24, 27% of companies plan to transfer more than half of their staff to remote work.

● 67% of applicants show a desire to work remotely. And the number of vacancies offering such work is about 35% of the total share of advertisements.

● the desire of small and medium-sized businesses to save on renting office space during the crisis.

Thus, the opening of a coworking center will allow us to take into account the trends of modern economics and entrepreneurship and occupy a free niche in anticipation of the development of this area.

5. Is it possible to estimate the capacity of an unoccupied niche in the market in monetary terms? If yes, then how, what is the expected turnover?

Example of student execution:

Market size (Moscow):

At the end of Q2. 2018 – 102,000 sq. m., which is 1% of vacant office space.

At the end of Q4 2018 – 140,000* sq. m. (growth 30% in 2018).

The forecast of the real estate company Cushman for 2020 is 280,000* sq.m., which is 2% of vacant office space.

According to real estate company CBRE, the capacity of the Moscow coworking market is about 25 billion rubles or 8.6 million square meters

6. Describe in detail the monetization model of your startup.

Example of student execution:

The coworking center project involves making a profit from renting workspaces to various specialists. In addition to the main source of income, coworking centers also make money by renting conference rooms and training rooms, conducting training courses, master classes, and so on.

In accordance with the list of services offered by the coworking center, the organization of the space itself, the required area, and tariffs are determined. Some coworking centers are created with a specific theme - for example, it can be a space that brings together creative people, industry employees or aspiring entrepreneurs. Such thematic coworking centers allow you to unite specialists from the same field of activity, which is regarded by visitors as an additional advantage. Managing such thematic coworking centers is much easier, since there is a clear understanding of the target audience and the requirements it makes. Therefore, creating a coworking center that is a creative space is a great option.

Often the concept involves the creation of three functional areas: isolated workplaces that allow you to work in privacy and silence; a common room where negotiations and meetings will be held; as well as a separate room for conducting seminars, trainings, and so on. The coworking center will host various trainings, creative evenings, exhibitions of creative works, etc.

In connection with a certain concept, a list of services should be established:

● permanent or one-time rental of a workplace (the price includes the use of office technicians, free Internet, use of a coffee machine and cooler);

● rent of a hall for seminars (price includes the use of equipment for presentations);

● renting a hall for exhibitions, concerts, creative evenings, etc.;

● organization of free seminars, workshops or theme evenings by the center itself. This service is aimed at attracting visitors.

It is important to understand that in order to effectively run a coworking center business, it is necessary to create an active community on its basis, which constantly participates in various events and organizes them itself.

To make money, a coworking center needs to be more than a space to work. You won't get far with just "renting a workplace." Therefore, be sure to organize additional events or services.

Income:

On average, prices for coworking center services are:

- one-time visit: 300-500 rub.
- cost of a monthly subscription: 5000-15000 rubles.
- cost of renting a conference room: 5,000-10,000 rubles.

Based on the average prices for the basic services of coworking centers, we will calculate the planned income. To do this, we determine the average number of visitors per day - 20 people and the average bill is 400 rubles: 20*400*30=240,000 (rubles).

The number of monthly passes sold is 10, with an average cost of 8,000 rubles: 10*8000=80,000 (rubles).

Number of events held per month: 20, average cost of renting a hall is 8,000 rubles: 20*8000= 160,000 (rubles).

Thus, the estimated monthly income of the coworking center is 480,000 rubles.

Expenses must be subtracted from this amount. Then the net monthly profit will be approximately 150-180 thousand rubles. You can reach the planned sales volume after 3-4 months of work.

With such indicators, the payback period will be 15 months. If compared with the industry average, this is a completely optimistic forecast. It is possible to achieve such results with proper business organization and effective use of opportunities. All this will ensure a sufficient level of sales.

Reaching the planned sales volume is planned for the 4th month of operation. The net profit for the first year of operation will be 879,136 rubles. Return on sales in the first year of operation is 15.9%.

The net present value is positive and equal to 241,495 rubles, which allows us to talk about the investment attractiveness of the project. The return on investment ratio is 8.36%, the internal rate of return exceeds the discount rate and is equal to 7.36%.

7. Estimate the approximate amount of required investment and identify potential investors.

Example of student execution:

A coworking center is a relatively long-term investment that will not pay off immediately. The project also requires a significant amount of upfront costs. But, at the same time, the main advantage of a coworking center as a business area is its prospects and focus on economic trends (every year the number of specialists working through the remote employment system increases)

To start a project, it is necessary to calculate the amount of initial investment. The planning horizon is 5 years. To do this, you need to determine the costs of purchasing furniture and equipment, advertising promotion on the market and the formation of working capital, which will cover the losses of the initial periods.

The initial investment for a coworking center is 1,020,000 rubles. The bulk of the required investments falls on the purchase of furniture and equipment - 44.1%, the share of expenses for rent and renovation of premises is 40.1%, for advertising - 7.4%. Other expense items account for 8.4% of the total investment. The main items of investment costs are shown in the table

Table. Investment costs

	NAME	**VALUE, RUB.**
	Real estate	

	Rent of commercial space for 1st month	110 000
	Room renovation	300 000
	Equipment	
	Furniture and equipment	450 000
	Intangible assets	
	Starting advertising campaign	75000
	Business registration and preparation of permits	15000
	Working capital	
	Working capital	70000
	Total	1 020 000

Variable costs consist of the cost of consumables (paper and ink for office equipment, water and drinks that are generally available, etc.). To simplify financial calculations, variable costs are calculated based on the amount of the average bill and a fixed markup of 300%.

Fixed expenses consist of rent, utility bills and Internet payments, payroll, advertising costs and depreciation charges. The amount of depreciation charges is determined by the linear method, based on the useful life of fixed assets of 5 years

NAME	**MOUNT PER MONTH, RUB..**
The rent	110 000

Advertising (including site maintenance)	15 000
Utility bills and Internet	10 000
Depreciation	7 500
Salary, with tax	300 000
Another	7000
Total	258700

Thus, fixed monthly expenses were determined in the amount is 276 700.

Table of key project performance indicators

Payback period (PP), months. 15	15
Discounted payback period (DPP), months. 15	15
Net present value (NPV), rub	241 495
Return on investment ratio (ARR),%	8,36
Internal rate of return (IRR), %	7,36

The payback period for the project with an initial investment of 1,020,000 rubles is 15 months. Practice shows that the average payback period for coworking centers is 1.5-2 years. According to the analytical site DeskMag, “any coworking space that lasts two years turns out to be a plus.” Thus, a payback period of 15 months is a completely optimistic forecast for this line of business. Reaching the planned sales volume is planned for the 4th month of operation. The net profit for

the first year of operation will be 879,136 rubles. Return on sales in the first year of operation is 15.9%.

The net present value is positive and equal to 241,495 rubles, which allows us to talk about the investment attractiveness of the project. The return on investment ratio is 8.36%, the internal rate of return exceeds the discount rate and is equal to 7.36%.

To implement the project the following will be used:

— Sberbank loan 11.0% per annum for 24 months. In the amount of 1,020,000 rubles.

— after repaying the loan, we use leasing from Baltic Leasing

Advance – 90,000 Annuity payments 8,371 rub. for 3 years

The advantage of leasing is the opportunity to take advantage of tax preferences. All leasing payments can be taken into account as expenses, which means that income tax will be reduced. VAT is also fully deductible.

— We use subsidies from the Department of Science, Industrial Policy and Entrepreneurship of the city of Moscow, including subsidies for compensation of interest rates on loans and leasing payments, for compensation of costs for the purchase of equipment, as well as for participation in congress and exhibition events, and others.

— Participation in the Coworking 2.0 program from the Moscow department

— After the payback period, we attract investors to expand and open new points: for example, Art Center Mars

To implement the project the following will be used:

— Loan from Sberbank, rate 11.0% per annum for 24 months. In the amount of 1,020,000 rubles.

— After repaying the loan, we use leasing from the Baltic Leasing company. - Conditions:

— Advance – 90,000 Annuity payments 8,371 rub. Term 3 years

— The advantage of leasing is the opportunity to take advantage of tax preferences. All leasing payments can be taken into account as expenses, which means that income tax will be reduced. VAT is also fully deductible.

— We use subsidies from the Department of Science, Industrial Policy and Entrepreneurship of the city of Moscow, including subsidies for compensation of interest rates on loans and leasing payments, for compensation of costs for the purchase of equipment, as well as for participation in congress and exhibition events, and others.

— Participation in the Coworking 2.0 program from the Moscow department. Under this program, you can reduce the interest rate on loans and the amount of leasing payments. Also, under this program, the Moscow department helps new coworking sites in finding premises and rental spaces.

— After the payback period, we attract investors to expand and open new points: for example, Art Center Mars (Art Center Mars provides new coworking centers with its sites at a price below market value, and also conducts exhibitions, training programs, seminars and trainings on the basis of coworking centers)

8. Is registration of a legal entity necessary and, if so, what organizational and legal form do you think is optimal and why?

Example of student execution:

The initial stage of opening a coworking center is registering the business with government agencies and completing all the necessary documentation.

To conduct commercial activities, an LLC is registered with a simplified taxation system ("income minus expenses" at a rate of 15%). Type of activity according to OKVED-2:

• 68.20.2 Rent and management of own or leased non-residential real estate

• 77.33 Rental and leasing of office machines and equipment, including computer equipment

• 77.2 Hire and rental of personal and household items.

The next step is to obtain all necessary permits from Rospotrebnadzor and similar state authorities. institutions. You will have to spend about 10,000 rubles to

obtain all permitting documentation. The SES requirements require the preparation of the following documents to open a center:

- production control program;
- conclusion of Rospotrebnadzor on the compliance of the premises with standards;
- permission from Rospotrebnadzor to carry out activities;
- permission from the fire inspection;
- regulatory documents for the premises. The entrepreneur must prepare a lease agreement or property documents, a sanitary passport of the premises, an act from the BTI confirming the commissioning of the premises;
- contracts for the removal of waste, hazardous substances, disinfection.

In addition, you need to open a bank account and purchase a cash register, which is subject to mandatory registration with the Tax Inspectorate.

You can contact the Central Management Bureau Business service centers (BSC) are consulting centers for ntrepreneurs based on the State Budgetary Institution “Small Business of Moscow”.Or registration of a turnkey LLC costs 16-20 thousand rubles.

9. Formulate the mission of your startup.

Example of student execution:

The mission of this coworking center is to create a creative space aimed at developing the creative potential of its visitors.

10. Develop a tree of startup goals (at least three levels and seven elements).

Example of student execution:



11. Using open sources, analyze possible competitors and/or methods already available on the market to satisfy this consumer need (ways to solve a similar problem).

Example of student execution:

There is no generally accepted and official typology of organizations that satisfy this kind of need either in Russia or in the world. Below is a classification developed by Cushman&Wakefield, an international commercial real estate company:



The main difference between formatted flexible workspaces and non-format ones is the function of providing workspaces. In formatted ones this function is the main one, in non-formatted ones it is an accompanying one.

Specialized workspaces are focused on a specific type of activity. In format and non-format, people who are engaged in different fields of activity can coexist.

Formatted flexible workspaces can be networked or non-networked.

Thus, coworking centers can compete with the flexible workspace companies presented in the block diagram, which are widespread in large cities (due to demand). All these organizations can satisfy the needs of people in the field of providing space and territory for work/creativity. The main conclusion that we made from the analysis of possible competitors: as part of the development of our startup project, we must think about creating a unique competitive advantage that will allow our startup to attract consumers.

12. Describe your startup's space and equipment needs.

13. Approximate cost of purchasing equipment and premises (renting premises).

Example of student execution:

NAME	**AMOUNT, RUB.**
Real estate	
Rent of commercial space for 1st month	110 000
Room renovation	300 000
Equipment	
Furniture and equipment	450 000

Necessary:

— Room 100-150 sq.m.

— Separate rooms and a large hall

— Parking or the possibility of organizing it

— Ventilation heating water supply

— Proximity to the metro >5 minutes within 2-3 stations from the ring Real examples, source CIAN:

Business center "Astoria Plaza"

Moscow, Central Administrative District, Tverskoy district, Tsvetnoy Boulevard metro station, 1st Volkonsky lane, 15

Basic list of office equipment for coworking spaces:

- internet (wi-fi);
- computers;
- scanner;
- printer;
- projector with screen;
- plasma panel;
- magnetic board with markers.

14. Describe the startup team (number of people, age, required competencies, creative roles).

Example of student execution:

Position	Person holding this position	Requirements	Responsibilities
Investor	Popova T.	Corporate knowledge finance cost estimates business	Determine the financial efficiency of a startup and look for opportunities to improve it
Coworking Manager (Chief Operating Officer)	Kropin Egor	• Structural thinking • Personal Communication skills • Knowledge of the real estate and coworking industry	Carry out operational management of the business

Deputy operations director	Malikov Artyom	• Personal communication skills • Multitasking skills	• Management of current premises problems, • Carrying out instructions from operators. directors
Accountant	Popova Tatyana	• Knowledge of management, accounting and tax accounting	Maintaining organizational records
Back office specialist	Malikov Artyom	• Personal communication skills • Prompt problem solving	Receive calls from clients Solve operational problems of clients
Hall Manager/Hostess	Kuzhambetova Diana	• Personal communication skills • Multitasking • Ability to work overtime	Meeting with guests Hall management Staff management
IT specialist	We are looking for an employee	• Knowledge of programming languages • Knowledge of computer technology	Site support Repairing computers, printers, etc. in case of breakdown
Staff	We are looking for an employee	• Ability to clearly • carry out assigned tasks • Fast learner	Execution of orders room manager Replacing paper in the printer Cleaning the premises, etc.

6. Educational, methodological and information support of the discipline

Main literature:

1. Bobrova, O. S. Fundamentals of small business: textbook and workshop for universities / O. S. Bobrova, S. I. Tsybukov, I. A. Bobrov. — 2nd ed. - Moscow: Yurayt Publishing House, 2023. - 382 p. - (Higher education). — ISBN 978-5-534-13842-9. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/511416
2. Kuptsova, E. V. Business planning: textbook and workshop for universities / E. V. Kuptsova, A. A. Stepanov. - Moscow: Yurayt Publishing House, 2023. - 435 p. - (Higher education). — ISBN 978-5-9916-8377-7. - Text : electronic // Educational platform Urayt [site]. — URL: https://urait.ru/bcode/511225

Additional literature:

1. Prodanova, N. A. Accounting for small businesses: a textbook for universities / N. A. Prodanova, E. I. Zatsarinnaya; executive editor E.I. Zatsarinnaya. — 3rd ed., revised. and additional - Moscow: Yurayt Publishing House, 2023. - 220 p. - (Higher education). — ISBN 978-5-534-15782-6. — Text: electronic // Educational platform Urayt [website]. — URL: https://urait.ru/bcode/509694.
2. Spiridonova, E. A. Creating startups: a textbook for universities / E. A. Spiridonova. - Moscow: Yurayt Publishing House, 2022. - 193 p. - (Higher education). — ISBN 978-5-534-14065-1. - Text : electronic // Educational platform Urayt [site]. — URL: https://urait.ru/bcode/496848

Internet resources

1) http://www.gov.ru Server of government authorities of the Russian Federation.
2) http://www.mos.ru Official server of the Moscow Government.
3) http://www.minfin.ru Ministry of Finance of the Russian Federation.
4) http://www.gks.ru Federal State Statistics Service. 5) http://www.rg.ru Russian newspaper.

5) http://www.prime-tass.ru PRIME-TASS Economic Information Agency.
6) http://www.fa.ru/dep/cko/msq/Pages/default.aspx / International quality standards.
7) http://www.consultant.ru / SPS Consultant Plus.
8) http://www.garant.ru / SPS Garant.
9) http://www.rbc.ru RBC (RosBusinessConsulting).
10) http://www.businesspress.ru Business press.
11) http://www.ereport.ru World economy.
12) http://uisrussia.msu.ru University information system of Russia.
13) http://www.forecast.ru TsMAKP (Center for Macroeconomic Analysis and Short-Term Forecasting).
14) http://www.cfin.ru Corporate management.
15) http://www.fin-izdat.ru Publishing house “Finance and Credit” 14) http://economist.com.ru “Economist” magazine.
16) http://www.vopreco.ru Magazine “Economic Issues”.
17) http://www.mevriz.ru Magazine “Management in Russia and Abroad”
18) http://systems-analysis.ru/ Laboratory of systems analysis
19) https://gtmarket.ru/concepts/7111 System analysis
20) http://minpromtorg.gov.ru/ Ministry of Industry and Trade of the Russian Federation.