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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

GUIDELINES FOR IMPLEMENTATION
TERM PAPER
by the discipline
"Strategic Management"

Direction of training
38.03.02 – "Management"
Profile: "Business process management"

Qualification (degree) of the graduate
Bachelor

Form of training
Part - time

Moscow 2022

1. General guidelines for completing coursework

The purpose of the course work is to consolidate students' theoretical knowledge acquired during the study of the discipline "Strategic Management" and to develop the skills to use it in the activities of a specific organization (enterprise), the ability to select, analyze and summarize materials that reveal the connections between the theory and practice of the development of a specific organization .

Course work in the discipline "Strategic Management" is carried out on one of the proposed topics, the choice of which is determined by the specifics of the student's professional activity and (or) his capabilities in obtaining factual material on strategic management in a specific area of production of goods and services. In some cases, if the student's material does not correspond to any of the proposed topics, he can formulate the topic of the course work independently. However, in both cases, the topic of the course work and the approximate plan for writing it must be agreed upon with the teacher.

When searching for data for writing a term paper, it is recommended to use data collected during internships or use data from companies that are required to disclose their reports in the public domain (for example, annual and quarterly reports of Public Joint Stock Companies).

The structure of the course work includes a title page, introduction, main part (2-3 chapters, each of which is divided into 2-3 paragraphs), conclusion, list of references and appendices (if necessary).

The introduction justifies the choice of topic, indicates its relevance and practical significance, the goals and objectives of the study, as well as the time period for studying the problem. In addition, in the introduction it is necessary to formulate the theoretical and methodological basis of the course work. The length of the introduction is no more than three pages.

First chapter is theoretical in nature. In this chapter it is necessary to show what theoretical approaches to the problem under consideration exist and which of them, in the student's opinion, are most suitable for analyzing the organization under study. In addition, it is necessary to consider the works of domestic and foreign authors on the theory and practice of the problems analyzed in the course work and possible directions

for solving them, evaluate them and justify one's own position. The chapter is a theoretical justification for generalizations and proposals on the main issue of the topic, made on the basis of an analysis of the practical activities of the organization. The text must contain links to the sources used.

Chapter two is analytical in nature. First, you should give a description of the organization (enterprise) based on the materials of which the research is being conducted, and show the state of the subject of the study. Then, in a brief form, you must indicate the name, form of ownership and types of activities of the organization; give a description of the products produced (work performed, services provided, functions performed); provide diagrams of the production and organizational structure; describe the types of production, operating mode and regulations; provide tables of main technical and economic indicators and other necessary information.

In the *third chapter*, the student must develop proposals for improving the strategic development of the organization and improving the technical and economic indicators of its activities. It is necessary to indicate the methods and means of implementing the proposed activities, as well as the effect that can be obtained. Proposals and recommendations must be specific (what, where and when should be done, who should implement the proposed activities, what economic effect will be obtained).

In conclusion, conclusions and proposals that follow from the content of the course work and are of a generalizing nature are presented consistently and briefly. From the conclusion it should be clear that the purpose and objectives of the course work have been fully achieved. The conclusion ends with an assessment of the prospects of the problem under study as a whole. The length of the conclusion is 2–3 pages.

List of used literature(at least 20 items) is prepared in accordance with generally accepted standards. The list includes only those sources that were used in preparing the course work and to which there are links in the main part of the work. Literary sources include monographs, periodicals, regulatory materials, textbooks and teaching aids, as well as materials from company reports that are in the public domain.

Applications contain auxiliary material explaining individual provisions of the course work (calculation methods, instructions, tables, fragments of regulatory documents, etc.). The specified material is included in the appendices in order to reduce

the volume of the main part of the course work; its pages are not included in the total volume of work. The connection of applications with the text is carried out using links (for example: see Appendix 1).

The volume of course work is 30–40 pages of typewritten text. The chapters of the course work should be logically linked to each other. The material must be distributed proportionally between chapters and paragraphs. Particular attention should be paid to the language and style of writing coursework, which indicate the general level of training and professional culture of the future specialist. The work must be illustrated with calculations, graphs, analytical tables and diagrams.

When preparing coursework, literal borrowing of text from literary sources is excluded; when quoting, the source must be indicated. Coursework borrowed from the Internet is not allowed for defense.

2. List of sample topics for term paper.

The topic of the course work can be selected from the list below. If the student has interesting material for research or is interested in any other topic in the discipline "Strategic Management," the choice of topic and content of the course work is carried out in agreement with the supervisor.

Topic 1. Strategic management of an organization in market conditions

Topic 2. Analysis of the competitive position of the enterprise (based on materials...)

Topic 3. Assessing the internal potential of an enterprise (based on materials...)

Topic 4. Assessment of the external market environment of an enterprise (based on materials...)

Topic 5. Personnel strategies and personnel policy of the enterprise (based on materials...)

Topic 6. Formation of competitive advantages of an enterprise (based on materials...)

Topic 7. Strategic planning in the enterprise (based on materials...)

Topic 8. Managing strategic changes in an organization (based on materials...)

Topic 9. Strategic analysis of an enterprise's business portfolio using BCG analysis (based on materials...)

Topic 10. Strategy for innovative and technological development of the organization

Topic 11. Formation of a business development strategy

Topic 12. Strategy for managing the organization's foreign economic activity

Topic 13.Formation of a marketing strategy for an enterprise (based on materials...)

Topic 14. Assessing the strategy of a diversified company (based on materials...)

Topic 15.Development of an anti-crisis management strategy for an organization

Topic 16. Development of a company's pricing strategy (based on materials.....)

Topic 17. Development strategy for small businesses.

Topic 18.Organizational structure as an object of strategic management (based on materials...)

Subject19. Information support for the strategic development of the organization

Topic 20. Development economic strategy of the company

3. Contents of coursework

Topic 1. Strategic management of an organization in market conditions

In the first chapter, reveal the concept and essence of strategic management, highlight the concept of strategy, and give a classification of strategies in the theory of strategic management. Justify the relationship between the concepts of strategic and operational management of an organization, indicate the advantages of a strategic approach to management and the difficulties in applying a strategic approach to managing an organization.

In the second chapter, characterize the organization, paying special attention to the dynamics of its development. Conduct a SWOT analysis of the research object, identify the problems of the organization's development, and its competitive position in the market.

In the third chapter, formulate proposals and recommendations for solving the problems identified in the first chapter and analyzed in the second. Justify the need to create a strategic management system in the organization, indicate the mechanism for

developing and implementing the strategy. Note the need to assess the organization's resources and capabilities to successfully implement the strategy.

Topic 2. Analysis of the competitive position of the enterprise (based on materials...)

In the first chapter, reveal methods for studying the environment and forecasting changes, the mechanism for analyzing the industry and competition in it. Show the importance of matrix methods for analyzing the macro" and microenvironment (models of M. Porter, Boston Consulting Group, McKinsey matrix). Describe the key factors of success in competition and indicate their main types.

In the second chapter, perform a strategic analysis of the position of the selected organization, including a strategic analysis of its potential, if data is available, perform a production cost analysis, value chain analysis, using appropriate methods. Conduct a quantitative analysis of the internal and external environment, assess the strengths and weaknesses of the organization, taking into account external opportunities and threats

In Chapter Three, make recommendations on possible ways to improve your current competitive position. Propose and justify, based on the analysis carried out in Chapter 2, a new strategy that will either improve the company’s competitive position or, in the case of its leading position in the market, continue to maintain its position among the leaders.

Topic 3. Assessing the internal potential of an enterprise (based on materials...)

In the first chapter, expand on the concept of an organization's potential as the main factor of competitiveness. Describe how it is possible for an organization to improve its competitiveness

In the second chapter, analyze the main resources of the organization that make up its potential: technical, personnel, information, financial and time. Identify problems with efficient use of resources.

In the third chapter, develop recommendations for assessing and using the company's potential.

Topic 4. Assessment of the external market environment of an enterprise (based on materials...)

In the first chapter, describe the known methods of strategic analysis of external environmental factors, describe the role of PEST and M. Porter's 5 forces model in the analysis of the external environment of an organization.

In the second chapter, analyze the external environment of the research object using PEST analysis and M. Porter's model. When performing a PEST analysis, limit yourself to an event horizon of 5 years. Assess the degree of influence of the identified environmental factors on the organization. When conducting analysis using M. Porter's 5 forces model, pay increased attention to competitor analysis.

In the third chapter, give comprehensive recommendations for neutralizing the most dangerous problems identified among the factors in the immediate environment. If there is information about serious changes among the factors of the distant external environment, offer a set of recommendations for the formation of a new strategic choice for the organization.

Topic 5. Personnel strategies and personnel policy of the enterprise (based on materials...)

In the first chapter, it is necessary to show the key role of the training and work of highly qualified personnel in the implementation of the organization's strategy. Highlight the need to form a strong team as the key to the success of the organization.

In the second chapter, when analyzing the internal potential of the organization, the main emphasis is on the personnel component. Determine the degree of centralization of authority and the need for delegation, if any. Study existing training mechanisms in the organization and ways to form a personnel reserve. Determine the degree of independence in decision-making of organizational units. Show how the correct placement of personnel affects the effectiveness of the implementation of the chosen strategy.

In the third chapter, formulate comprehensive recommendations that determine which specific groups of problems in the organization should be solved centrally and

which decentralized. Develop recommendations for solving the problems identified in Chapter 2.

Topic 6. Formation of competitive advantages of an enterprise (based on materials...)

In the first chapter, describe 5 basic competition strategies, their distinctive features and application features.

In the second chapter, when analyzing the internal potential of the company, priority attention should be paid to revising the value chain of the organization under study and SWOT analysis. Assess the possibility and feasibility of using each of the 5 basic competition strategies for the object of study.

In the third chapter, based on the identified strengths and weaknesses, develop recommendations for the selection and implementation of one of 5 basic strategies.

Topic 7. Strategic planning in the enterprise (based on materials...)

In the first chapter, describe the main components of the organization's internal planning system. Describe the essence of the methods and functions of strategic planning. Describe the role of marketing research in developing an organization's strategic plans.

In the second chapter, reveal the logic of developing an organization's plan through its main elements: defining goals, analyzing the initial state, determining the volume and structure of needs and their coordination, forming a strategy, while highlighting the problems of strategic planning in the organization.

In the third chapter, give reasonable proposals for the formation of the organization’s strategic plan, including the overall strategy of the organization and functional supporting strategies, an action plan to create competitive advantages, and provide a list of programs and projects necessary to implement the plan. Show the role of management in organizing strategic planning. Formulate recommendations for improving the strategic planning process.

Topic 8. Managing strategic changes in an organization (based on materials...)

In the first chapter, the essence and content of strategic changes in the organization, levels, stages and methods of their implementation are revealed.

In the second chapter, after performing an analysis of the internal variables of the organization, a description of the current strategic position of the organization is given. Determining the current stage of the organization's life cycle.

The third chapter develops the stages of organizational changes, substantiates their necessity and economic feasibility.

Topic 9. Strategic analysis of an enterprise’s business portfolio using BCG analysis (based on materials...)

In the first chapter, in addition to disclosing the content of BCG analysis, reveal the content of other matrix methods for analyzing the company's product portfolio. Describe their advantages and disadvantages.

In the second chapter, analyze data from quarterly and annual reports for several years, draw a conclusion about the balance of the portfolio of the research object. Using the BCG matrix, analyze the company's portfolio. Based on the data obtained, choose the most optimal further strategy for the development of the company’s portfolio in your opinion.

In the third chapter, based on the data obtained, formulate a set of recommendations for further management of the development of the company’s portfolio.

Topic 10.Strategy for innovative and technological development of the organization

In the first chapter, reveal the essence of innovative and technological development of the organization and progressive high technology. Show the role of technological preparation of production in innovative development and the importance of technological discipline and technological literacy of personnel in ensuring product quality. Formulate the goals and objectives of technological development, show the directions of innovative development.

In the second chapter, characterize the state of technological

potential of the organization and analyze the organization of accounting, analysis and forecasting of its technological development. Highlight the main problems of updating and developing the technological potential of the organization.

In the third chapter, give substantiated proposals for developing (improving) the organization’s innovative development strategy. Pay attention to the development and implementation of social, legal, economic and organizational mechanisms for technological development, the use of information systems and the formation of a strategic management system for innovative development, measures to stimulate the creation of competitive technologies.

Topic 11. Formation of a business development strategy

The first chapter describes how to create an organization's mission and strategic vision. The mechanism for setting the company's strategic goals and the features of choosing the direction of the company's development are revealed.

In the second chapter, after analyzing external environmental factors and the company’s portfolio, a search for competitive opportunities for development is carried out. Based on the identified opportunities, strategic alternatives for the development of the company are selected

In the third chapter, on the basis of the analytical data obtained and the previous chapter, the final choice of a development strategy is made and a set of measures taken as part of its implementation is formulated.

Topic 12. Strategy for managing the organization’s foreign economic activity

In the first chapter, outline the problems of Russia's integration into the system of world economic relations, trade and scientific-technical relations between Russian organizations and foreign partners. Explain the issues of analyzing foreign markets for goods, technologies and services. Point out the need for an economic justification and a strategic approach to the development of foreign economic activity.

In the second chapter, characterize and analyze the activities of a particular organization, its competitiveness and market position. Describe the organization’s efforts to enter foreign markets. Specify the subject of foreign economic activity. Consider the

organization of foreign economic activity management. Highlight the problems of strategic development of the organization's foreign economic activity.

In the third chapter, give informed proposals for the strategic management of foreign economic activity, paying attention to the choice of a foreign partner, the development of the economic situation, and the strategy for entering international markets.

Topic 13.Formation of a marketing strategy for an enterprise (based on materials...)

The first chapter reveals the theoretical aspects of the formation of an organization's marketing strategy, its essence and significance, the formation process, and the factors influencing it.

The second chapter defines marketing goals and strategies and indicates criteria for their effectiveness. The enterprise's marketing program is being constructed and justified.

The third chapter develops an action plan for individual elements of the marketing mix and determines the necessary resources for each element: product development, including research and organization of production; bringing the product to the consumer and after-sales service; production costs and price; promotion program. ·

Topic 14. Assessing the strategy of a diversified company (based on materials...)

The first chapter reveals the essence of the diversification strategy and in what cases this strategy is justified. The criteria for the attractiveness of the industry and methods for assessing the competitiveness of a company and its divisions are described.

In the second chapter, in addition to the mandatory strategic analysis of the external environment, a portfolio analysis is carried out. Afterwards, the competitiveness of the company, its products and its divisions is assessed. The main task is to identify “cash cows” and “leeches”.

The third chapter provides an overall assessment of the company's performance. Priority areas for resource allocation are identified. The feasibility of further diversification is being explored.

Topic 15.Development of an anti-crisis management strategy for an organization

The first chapter reveals the reasons for the insolvency and bankruptcy of the organization. The essence of crisis management and the role of strategic management in preventing a crisis in an organization are explained.

In the second chapter, priority is given to the analysis of the organization's performance indicators of a technical and economic nature. Analyzed: property status, state of the management system. The causes of the current or possible crisis of the organization in the future are identified.

The third chapter develops measures for financial recovery and/or actions to prevent a crisis in the future. As an option, it is possible to develop a business plan for the financial recovery of the organization.

Topic 16. Development of a company's pricing strategy (based on materials...)

The first chapter covers the stages of developing a pricing strategy for an enterprise. Indicate the features of pricing in organizations.

In the second chapter, when analyzing the external environment, pay special attention to collecting information on: segmental market analysis; pricing policy of the organization's competitors; assessing the impact of government regulation on manufactured products (if any). By analyzing the internal environment of the organization, clarify the financial goals of the enterprise, assess the costs of production and sales of products.

In the third chapter, the final determination of the company's pricing strategy is carried out based on the analysis of Chapter 2.

Topic 17. Development strategy for small businesses

In the first chapter, describe the strategic approach to managing small business organizations and the importance of strategic decisions in management. Indicate the features of organizing a small business. Justify the need for a clear relationship between operational and strategic decisions in small business organizations.

In the second chapter, give priority to PEST-analysis of the external environment, Porter's 5 forces model, and the internal environment of a specific small business organization. In Porter's 5 forces model, pay special attention to analyzing competitors,

suppliers and customers. When analyzing the internal environment, assess the organization's development potential. Conclude the chapter by identifying opportunities for growth.

In the third chapter, determine the strategic areas of the organization’s management and justify your chosen company development strategy, taking into account the state of affairs in the industry.

Topic 18.Organizational structure as an object of strategic management (based on materials...)

The first chapter should indicate the importance of aligning the organizational structure with the chosen strategy. Describe the strategic advantages and disadvantages of classical and modern organizational structures.

In the second chapter, in the analysis of the internal environment of the enterprise, it is necessary to determine the degree of compliance of the current structure with the assigned tasks. Determine the sufficiency of independence of the level of authority of employees in the organization for them to perform professional tasks. Assess the degree of coordination of work between the organization’s services.

In the third chapter, depending on the result of the analysis, justify the necessary changes in the existing organizational structure of the enterprise.

Topic 19. Information support for the strategic development of the organization.

In the first chapter, outline the importance of assessing external and internal environmental factors for choosing a strategy. Describe the methods of obtaining information about the external environment (including methods of “field research”, benchmarking, etc.) Describe the evolution of management information support systems.

In the second chapter, analyze the organization's information system. Indicate what information is used to make decisions and how to obtain it. Draw up a diagram of organizational flows within the organization and describe the decision-making process within the organization under study. Assess the organization's existing information system.

In the third chapter, formulate recommendations for improvement information system of strategic management of the organization. Give recommendations on sources of information, ensuring its reliability and organizing monitoring of strategic development.

Topic 20. Development economic strategy of the company

In the first chapter, describe the main ways to formulate a company's economic strategy. Describe the known types of strategies and their characteristics. Describe the nature of corporate strategy, business strategy, functional and operational strategies. Describe the factors influencing the formation of strategy. Show how the strategy formation process is managed.

In the second chapter, based on an analysis of the external environment and internal potential of the organization, evaluate the effectiveness of the strategies used in the organization, characterize them, and identify the main problems of the strategic development of the company.

In the third chapter, outline ways to solve the identified problems, justify proposals (if possible, based on calculations) for the formation of the company's economic strategy.

4. Examples of coursework plans

*Topic 1.*Strategic management of an organization in market conditions

Introduction

Chapter 1. The essence of strategic management of an organization

1.1. The essence, functions and tasks of strategic management of an organization

1.2. Classification of strategies in the theory of strategic management

Chapter 2. Analytical foundations for developing an organization's strategy

2.1. General characteristics of the organization, analysis of environmental factors

2.2. Management survey of the strengths and weaknesses of the organization

2.3. Analysis of opportunities and threats to the organization's activities

Chapter 3. Study of development and implementation possibilities organization strategies

3.1. Creation of a strategic management system

3.2. Development and implementation of a marketing strategy

3.3. Assessing management abilities and strategy implementation capabilities

Conclusion

List of sources used

Topic 18. Development of a crisis management strategy for an organization

Introduction

Chapter 1. The need and content of a crisis strategy organization management

1.1. Causes of insolvency and bankruptcy of an organization

1.2. The essence and main features of crisis management

1.3. Strategy and tactics of crisis management of an organization

Chapter 2. Analytical basis for anti-crisis management of an organization

2.1. Brief analysis of environmental factors

2.2. Organizational and economic characteristics of the organization

2.3. Valuation of the organization's property

2.3. Analysis of the organization's labor potential

Chapter 3. Development and implementation of the organization’s crisis strategy

3.1. Drawing up a business plan for the financial recovery of the organization

3.2. Development of an action program for the organization's management on crisis management

Conclusion

List of used literature

Applications

5. Requirements for coursework

The volume of course work is 30-40 pages of typewritten standard text. The design of the diploma project must comply with GOST 7.32-2001 and GOST 2.105-95.

The text pages of the thesis project, illustrations and tables included in the course project must comply with A4 format in accordance with GOST 9327.

Course work must be completed in any printed way on one side of a sheet of white A4 paper with one and a half spacing. The font color must be black, the height of letters,

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

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

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

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

The sections of the course work include content, introduction, chapters, conclusion, list of sources used, applications.

The subsection or paragraph number includes the section number and the serial number of the subsection or paragraph, separated by a dot.

For example,

Chapter 1 Analysis of the Moscow automobile market

1.1 Features of the Russian automotive market

1.2 Analysis of the main participants in the automotive market

Chapter 2 Situational analysis of Autocenter + LLC

2.1 Description of the internal environment of the car dealership

If the document has subsections, then the numbering of paragraphs should be within the subsection and the paragraph number should consist of the section, subsection and paragraph numbers separated by dots, for example:

Chapter 3 Project for improving the personnel management system of Autocentre+ LLC

3.1 Identification of the main problems of the existing strategic planning system

3.1.1 Title 1 of paragraph 1 of the first subsection of the third section

3.1.2 Title 2 of paragraph of the first subsection of the third section

There is no dot after the number of the section, subsection, paragraph or subparagraph in the text.

Sections and subsections must have headings. As a rule, paragraphs do not have headings. Headings should clearly and concisely reflect the content of sections and subsections. Headings of sections, subsections and paragraphs should be printed in paragraph indentation with a capital letter without a period at the end, without underlining. If the title consists of two sentences, they are separated by a period.

Listings may be provided within clauses or subclauses.

Each listing position should be preceded by a hyphen or, if necessary, a reference in the text of the document to one of the listings, a lowercase letter (with the exception of ё, з, о, ь, ь, и, ы, ъ), followed by a parenthesis. To further detail the listings, it is necessary to use Arabic numerals, after which a parenthesis is placed, and the entry is made with a paragraph indentation, as shown in the example.

Example

a) _____

b) _____

1) _____

2) _____

c) _____

Each paragraph, subparagraph and enumeration is written with a paragraph indentation.

The pages of the work should be numbered in Arabic numerals, observing continuous numbering throughout the entire text of the work. The page number is placed in the center of the bottom of the sheet without a dot. The content of the final work is the third page of the work.

The number of illustrations should be sufficient to explain the text presented. Illustrations (drawings, graphs, diagrams, computer printouts, diagrams, photographs) should be placed in the final work immediately after the text in which they are mentioned for the first time, or on the next page. Illustrations can be computer-generated, including color. All illustrations must be referenced in the project.

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

Illustrations, with the exception of illustrations of applications, should be numbered consecutively in Arabic numerals. All illustrations are called Drawing and numbered.

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

Illustrations, if necessary, may have a title. The word “Figure” and the title are placed after the illustration and centered as follows:

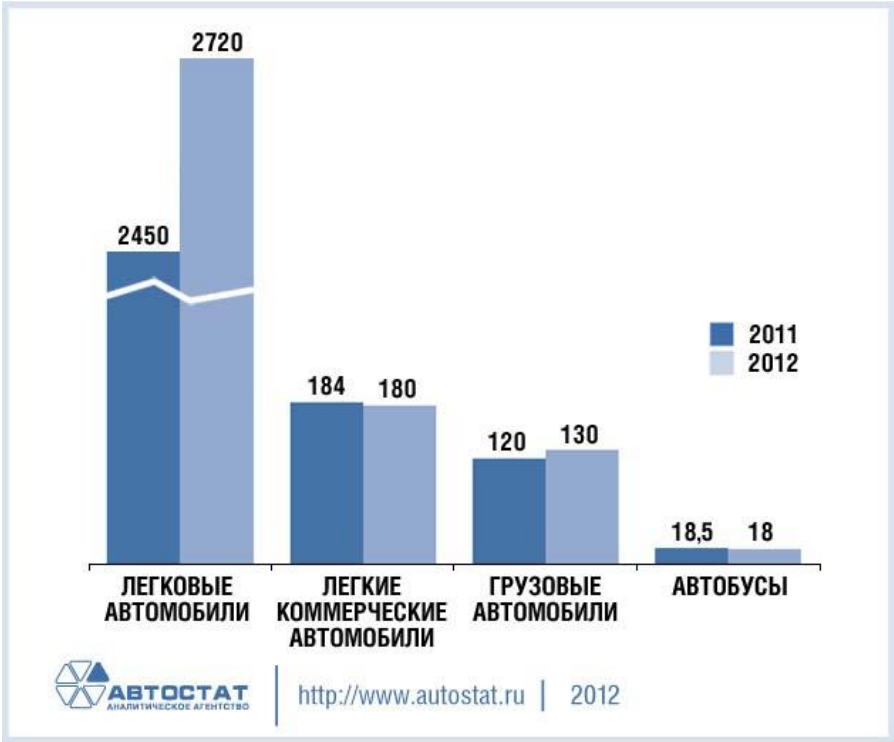


Figure 1 — Forecast for the development of the Russian automotive market (according to the analytical agency AUTOSTAT)

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

Tables are used for better clarity and ease of comparison of indicators. The title of the table, if available, should reflect its content, be accurate, and concise. The title of the

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

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

If the text repeated in different lines of a table column consists of one word, then after the first writing it can be replaced with quotation marks; if it consists of two or more words, then at the first repetition it is replaced with the words “The same”, and then with quotation marks. Putting quotation marks instead of repeating numbers, marks, signs, mathematical and chemical symbols is not allowed. If digital or other data is not given in any row of the table, then a dash is placed in it.

An example of table design is shown in Figure 1.

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

Equations and formulas should be separated from the text on a separate line. At least one free line must be left above and below each formula or equation. If the equation does not fit on one line, then it must be moved after the equal sign (=) or after the plus

(+), minus (-), multiplication (x), division (:), or other mathematical signs, with the sign in repeat at the beginning of the next line. When transferring a formula to a sign symbolizing the multiplication operation, use the “X” sign.

Table 1 - Dynamics of car market capacity in Russia for 2001-2007,
in billions of rubles

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

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

Example

A=a:b, (1)

V=s:e. (2)

One formula is designated - (1).

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

List of sources used drawn up in accordance with GOST 7.1-84. There are several ways to format lists of used sources.

A list of used sources, organized thematically. It is used when it is necessary to reflect a large number of bibliographic descriptions. This structure allows you to quickly reference publications on a general topic. When organizing alphabetically or chronologically, you need to familiarize yourself with the complete list.

The arrangement of descriptions in such a list can be according to the topics of chapters of works with a separate heading for general works and according to the headings of a particular section of the thematic classification of literature, which corresponds to the general topic of the diploma project.

In a thematic bibliographic list, the arrangement of descriptions within headings can be:

a) in alphabetical order by the last names of the authors or the first words of the titles (when described under the title);

b) by the nature of the content (from sources with general content to specific ones);

c) by type of publication and alphabet of the authors' surnames or the first words of the titles. The form of connection between the description and the main text is made by the numbers of entries in the list.

List of sources used by type of publication used to systematize thematically homogeneous literature.

When compiling such lists, the following groups of publications are usually distinguished: official state, regulatory and instructional, reference, etc. Their order and composition are determined by the purpose of the list and the content of its entries.

The principle of arranging descriptions within headings here is the same as in a list built on a thematic principle, and the form of connection between the descriptions and the main text is based on their numbers in the list.

A list of sources used, built according to the nature of the content of the sources described in it used in works with a small amount of literature used. The order of arrangement of the main groups of records is as follows: first, general or fundamental works are placed, arranged inside according to one of the principles (from simple to complex, from classical to modern, from modern to historically important, from domestic to foreign, etc.), then sources more specific, of a specific nature, located as components of the general theme of the work or on its more specific issues.

List of sources used in the order of appearance of references to sources in the text of the thesis project.

Below are examples of a list of sources used for various types of printed works:

– state standards and collections of documents. For example: Bibliographic description of a document. General requirements and drafting rules: GOST 7.1.84 - Introduced. 01.01.00. - M., 2000. - 75 p. - (System of standards for information, bibliography and publishing). Collections of standard instructions on labor protection for workers in the automotive industry. - M.: Industry, 2000. - 471 p.

– Books by one, two, three or more authors. For example: Ruzavin G.I. Scientific theory: Logical and methodological analysis. - M., Mysl, 2000. - 237 p. Goss V.S., Semenyuk E.P., Ursul A.D. Categories of modern science: Formation and development. - M.: Mysl, 2001. - 268 p. Planning, organization and management of transport construction AM Koroteev, T.A. Belyaev et al., ed. A.M. Koroteeva. - M.: Transport, 1989. - 286 p.

– Collection with a collective author. For example: Universities in the third millennium: Sat. scientific tr. scientific research Research Institute of Higher Education resp. Ed. N.N. Nechaev. - M.: NIIVO, 1999. - 156 p.

– Materials of conferences, congresses. For example: Problems of the automotive industry: abstract. report scientific conf. - M.: NAMI, 2000. - 156 p.

– Article from newspaper and magazine. For example: Egorova - Gantman E., Mintusov I. Portrait of a business person Problems of management theory and practice. - 1992. - No. 6. - p. 14-15.

List of sources used numbered in Arabic numerals without a dot and printed with paragraph indentation.

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

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

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

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

followed by a letter indicating its sequence.

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

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

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

Rules for the design of bibliographic references.

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

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

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

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

When preparing the illustrative material, the Corel Draw graphics package was used;

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

6. List of recommended literature

a) basic literature

1. Ansoff I. Strategic management: trans. from English / I. Ansoff - St. Petersburg, Peter, 2021 - 344 p.

2. Fomichev A.N. Strategic management: Textbook for universities. – M. "Dashkov and K", 2019. – 468 p.

b) additional literature

1.Zub, A.T. Strategic management: a systematic approach / A. T. Zub, M. V. Loktionov. - M.: Genesis, 2021. - 848 p.

2. Mintzberg G. Alstrand B. Lampel J. Strategic Safari: A Tour through the Wilds of Strategic Management. Per. from English - "Alpina Publisher", 2023. – 367 p.

3. Strategic management: a textbook on specialists. "Organization Management" (UMO) / V. N. Parakhina, L. S. Maksimenko, S. V. Panasenko. - 5th ed., revised. and additional - M.: Knorus, 2021. - 496 p.

Appendix 1 – Sample design of the title page of the course work:

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"

Term paper
by the discipline
"**Strategic Management**"
on the topic:
_____

Completed (a):
student (ka) of the FEU
groups
Full name
Scientific supervisor:
Ph.D. in Economics Assoc.

Moscow
2022