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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

"Small Business Management"

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

Qualification (degree) of the graduate
Bachelor

Form of training
Part - time

Moscow 2023

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1. Purpose and organization of course work.

Students in the process of studying the discipline “Small Business Management” complete coursework in accordance with the curriculum of the training direction 38.03.02 “Management”.

The purpose of the course work is to consolidate students’ theoretical knowledge on the methodological foundations of small business management, to develop skills in building small and micro organizations, performing analysis and managing the activities of small and micro enterprises (organizations).

In the process of completing course work, the student must demonstrate the ability to work with educational and scientific economic literature, computer skills, apply scientific methodology in the management and analysis of the activities of small and micro enterprises, draw reasoned conclusions and give recommendations for the development of small and micro enterprises (organizations).).

Structurally, the course work consists of three parts – theoretical, analytical and practical. The theoretical part is devoted to methodological issues of managing small and micro enterprises (organizations), the analytical part is devoted to the practical development of methods for analyzing the activities of a specific small enterprise (organization), and the practical part is to the implementation of recommendations for the development of the organization.

Coursework completed with a grade of “good” or “excellent” may subsequently be one of the components of the final qualifying work. Course work must be completed and submitted within the time limits established by the educational process schedule.

Completing coursework involves:

- familiarization with the program of the discipline “Small Business Management” and methodological recommendations for completing coursework;
- choosing the topic of the course work and the assignment option for the practical part;
- studying the relevant sections of the methodology for managing a small enterprise (organization), studying the recommended educational and specialized literature;
- drawing up a plan for course work;
- coverage of the studied methodology and methods of managing a small enterprise (organization) in the theoretical part of the course work;
- performing the practical part of the coursework using mastered scientific methods;
- collection of necessary statistical materials for the analytical and practical part of the course work;
- carrying out analysis of collected materials using mastered methods and computer technologies;
- carrying out an analysis of the activities of the selected specific small enterprise (organization);

– formation of recommendations for improving the activities of the selected small enterprise (organization);

– preparation of coursework in accordance with established requirements. The choice of the topic of the course work and the assignment option for the practical part is carried out on the basis of table.

The topics of coursework in accordance with the assignment options are given in paragraph 4.

The student has the right to independently choose a topic, carried out on specific statistical materials available to the student, and also depending on the profile of his work, professional and scientific interests. The selection of the topic of coursework at the student's discretion is carried out in agreement with the teacher. It is also possible to complete coursework on an individual topic proposed by the student himself. To approve the topic of an elective course work or an individual topic, the student must submit an application to the department with a brief justification for the choice of topic. An application signed by the head of the department or his deputy is permission to complete the course work.

Distribution of coursework options.

The last two digits of the grade book	Option	The last two digits of the grade book	Option	The last two digits of the grade book	Option	The last two digits of the grade book	Option
01	1.	26.	22.	51.	12	76.	2
02	2.	27.	23.	52.	13	77.	3
03	3.	28.	24.	53.	14	78.	4
04	4.	29.	25.	54.	15	79.	**5**
05	5.	30.	26.	55.	16	80.	6
06	6.	31.	27.	56.	17	81.	7
07	7.	32.	28.	57.	18	82.	8
08	8.	33.	29.	58.	19	83.	9
09	9.	34.	30.	59.	20	84.	10
10	10.	35.	31.	60.	21	85.	11
11	11.	36.	32.	61.	22	86.	12
12	12.	37.	33.	62.	23	87.	13
13	13.	38.	34.	63.	24	88.	14
14	14.	39.	35.	64.	25	89.	15
15	15.	40.	1.	65.	26	90.	16
16	16.	41.	2	66.	27	91.	17
17	17.	42.	3	67.	28	92.	18
18	18.	43.	4	68.	29	93.	19
19	19.	44.	5	69.	30	94.	20
20	20.	45.	6	70.	31	95.	21
21	21.	46.	7	71.	32	96.	22
22	22.	47.	8	72.	33	97.	23
23	23.	48.	9	73.	34	98.	24
24	24.	49.	10	74.	35	99.	25
25	25.	50.	11	75.	1	00.	26

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, you should 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.

In the introduction (volume – 1–2 pages):

- the relevance of the topic is substantiated;
- the purpose of the course work is indicated;
- tasks related to the entire course work are formulated;
- provides a brief description of the structure of the course work, including the content of its theoretical, practical and analytical parts;
- the name of the scientific methods and means used in the process of performing the work is given. In conclusion, the results of the research carried out are briefly summarized (volume - 1-2 pages).

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 managing small enterprises (organizations) 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 problem (task) analyzed in the course work. Small business and possible directions for their solution, an overview is given regulations and literary sources, their assessment, the student’s own position is substantiated.

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.

Example of the structure of a theoretical section:

§ 1. Small enterprises (organizations) and features of their functioning.

§ 2. Theoretical and methodological foundations for analyzing the activities of small enterprises (organizations).

§ 3 Norms and standards for the creation and operation of a small enterprise (organization).

When presenting the material in § 1–3, you must be guided by the following.

In § 1, the concept of small and microenterprise (organization) should be briefly outlined; main types and types of small enterprises (organizations) depending on the form of ownership; economic and managerial differences between small enterprises (organizations) and medium and large enterprises (organizations); specifics of small business; subjects and objects of small business (entrepreneurship); functionality and tasks of an entrepreneur in a small business.

In § 2 it is necessary:

1) provide the classification, procedure, methods and methodology for studying the activities of small enterprises (organizations);

2) outline other issues directly related to the disclosure of the topic of the course work. At the end of the paragraph, sources for obtaining statistical information should be indicated.

In § 3 it is advisable:

1) consider existing norms and standards regulating the creation and functioning of small enterprises (organizations);

2) describe in detail the algorithm for creating and registering a small enterprise (organization). When presenting theoretical material, it is necessary to refer to the corresponding pages of sources from the list of references used.

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 analytical part of the course work.

The analytical part of the course work (volume - 12 - 15 pages - is aimed at students mastering the methodology and techniques for analyzing the activities of a small enterprise using the example of a specifically selected enterprise (organization).

It gives characteristics of a specific small enterprise (organization), based on the materials of which the research is being conducted, and shows the state of the subject of research. Here the name of the enterprise and form of ownership are indicated in brief form, activities organization, characteristics of products (work performed, services provided), organizational and production structure, types of

production, operating mode and regulations; tables of main economic indicators, other information on the topic.

Students should not limit themselves to stating facts, but identify problems and development trends of an object, reveal shortcomings and analyze the reasons that determined them, and outline ways of possible elimination. Analysis of the organization's activities on the topic of the course work is, if possible, carried out using modern economic and mathematical methods and models, application packages, modern information technologies.

The analysis of the problem under study at a specific enterprise, carried out in this part, taking into account progressive domestic and foreign experience in strategic management, serves as the basis for developing proposals for improving the economic characteristics of its activities.

It is recommended to split the analytical part into 3 sections:

In § 1 it follows:

1) give a brief description of the selected small organization (enterprise): name, location, date of creation, registration codes;
2) characterize the main activities and key business processes in the selected small organization (enterprise).
3) characterize the form of ownership of the selected small organization (enterprise).
4) draw up an organizational management structure for the selected small organization (enterprise) with a description of the functionality of the main positions.

In § 2 it is necessary:

1) characterize the financial and economic activities of the selected small organization (enterprise) based on data from its financial statements.
2) conduct a brief analysis of the economic activities of the selected small organization (enterprise) with conclusions about the development potential of the organization.

In § 3 it is necessary:

1) characterize the competitive environment of the selected small organization (enterprise).
2) conduct an analysis of the potential of the internal and external environment of the selected small organization (enterprise).
3) conduct a situational analysis of the selected small organization (enterprise).
4) identify problems in the existing management system of the selected small organization (enterprise).

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

The practical part of the course work (volume - 5-7 pages - is aimed at students mastering the methodology and methodology for developing measures to improve the management of a small enterprise (organization).

It is recommended to break the practical part into 2 sections:

In § 1 you should: give a brief description of possible ways of development of the selected small organization (enterprise), solving existing problems in the organization;

In § 2 it is necessary:

1) formulate recommendations for improving the activities of a specific small organization (enterprise) in accordance with and in the field of the chosen topic of work.
2) Justify recommendations for improvement using calculations of managerial, social or economic efficiency.

Particular attention should be paid to conclusions and recommendations, which must be justified and confirm the independence of students in completing their course work.

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 (end-to-end numbering 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.

4. Subjects of coursework in accordance with the assignment options.

1. Evolution and development of small business in the Russian Federation (using the example of a specific organization).
2. Competitiveness of a small enterprise (organization) and methods for its assessment (using the example of a specific organization).
3. Modern remuneration systems in small businesses (using the example of a specific organization).
4. Assessment of labor efficiency in small businesses (using the example of a specific organization).
5. Franchising as a form of cooperation between large and small businesses (using the example of a specific organization).
6. Analysis of key business processes of a small enterprise (organization) (using the example of a specific organization).
7. Analysis of the management system of a small enterprise (organization) (using the example of a specific organization).
8. Design of the production structure and production activities of a small enterprise (organization) (using the example of a specific organization).
9. Management of material resources of a small enterprise (organization) (using the example of a specific organization).
10. Sales management of products of a small enterprise (organization) (using the example of a specific organization).
11. Strategic management of a small enterprise (organization) in market conditions (using the example of a specific organization).
12. Analysis of the potential of a small enterprise (organization) (using the example of a specific organization).
13. Analysis of the external and internal environment of a small enterprise (organization) (using the example of a specific organization).
14. Intra-company planning of a small enterprise (organization) (using the example of a specific organization).
15. Development of a development strategy for a small enterprise (organization) (using the example of a specific organization).
16. Market strategy of a small enterprise (organization)
17. Human factor in managing a small enterprise (organization)
18. Decision-making mechanisms in a small enterprise (using the example of a specific organization).
19. Information support for the economic development of a small enterprise (organization) (using the example of a specific organization).
20. Strategy for innovative and technological development of a small enterprise (organization) (using the example of a specific organization).
21. Strategic management in small business organizations (using the example of a specific organization).
22. Strategic decisions in managing the foreign economic activity of a small enterprise (organization) (using the example of a specific organization).
23. Development of an anti-crisis management strategy for a small enterprise (organization) (using the example of a specific organization).

24. Managing the process of implementing changes in a small enterprise (using the example of a specific organization).
25. Strategic management of a small enterprise (organization) in market conditions (using the example of a specific organization).
26. Organization of management in small business (using the example of a specific organization).
27. Anti-crisis management of a small enterprise (organization) (using the example of a specific organization).
28. Foreign experience of state support for small businesses and the possibility of its adaptation in Russia (using the example of a specific organization).
29. Information support for small and medium-sized businesses (using the example of a specific organization).
30. Development of a business plan for creating a small enterprise (organization) (using the example of a specific organization).
31. Management of the innovative potential of a small enterprise (organization) (using the example of a specific organization).
32. Organizational structures for managing the innovative potential of a small enterprise (organization) (using the example of a specific organization).
33. Human capital management of a small enterprise (organization) (using the example of a specific organization).
34. Management of intangible assets of a small enterprise (organization) (using the example of a specific organization).
35. Assessment of the intellectual capital of a small enterprise (organization) (using the example of a specific organization).

5. Structure of typical tasks for the analytical part of the course work.

The practical part contains several standardized tasks, in which the student uses data from a specific small enterprise (organization), so the construction, analysis, conclusions drawn and proposals based on the research results will be individual.

In addition to what was said above in paragraph 2.2. The following areas should be clarified:

In § 1 it follows:

1) The formed organizational management structure can be supplemented with a brief analysis of the management system, incl. calculation: controllability coefficient by levels, connectivity coefficient of V. Greikunas.

In § 2 it is necessary:

1) characterize the economic situation of a small enterprise (organization), including: sales revenue, cost, management costs, wage fund, costs per 1 ruble of profit, labor productivity for a period of at least two years.

In § 3 it is necessary:

1) characterize the competitive environment of the selected small organization (enterprise). A competitiveness polygon can be constructed.

2) conduct an analysis of the potential of the internal and external environment of the selected small organization (enterprise). PEST analysis, SNW analysis and M. Porter's 5 forces analysis can be used.
3) conduct a situational analysis of the selected small organization (enterprise). The SWOT analysis method can be used.
4) identify problems in the existing management system of the selected small organization (enterprise).

Particular attention should be paid to conclusions and recommendations, which should be economically justified and confirm the independence of students in completing their course work.

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 [website]. — URL:https://urait.ru/bcode/511225
3. Kupriyanov, Yu. V. Business systems. Fundamentals of control theory: textbook for universities / Yu. V. Kupriyanov. — 3rd ed., rev. and additional - Moscow: Yurayt Publishing House, 2022. - 217 p. - (Higher education). — ISBN 978-5-534-14352-2. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/493732

Additional literature:

1. Murzin, D. A. Accounting and taxation at small and medium-sized businesses: a textbook for universities / D. A. Murzin, N. G. Baryshnikov, D. Yu. Samygin. - Moscow: Yurayt Publishing House, 2023. - 261 p. - (Higher education). — ISBN 978-5-534-14232-7. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/519679.
2. 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.
3. Kudryavtseva, T. Yu. Financial analysis: a textbook for universities / T. Yu. Kudryavtseva, Yu. A. Dubolazova; edited by T. Yu. Kudryavtseva. - Moscow: Yurayt Publishing House, 2023. - 167 p. - (Higher education). —

ISBN 978-5-534-14820-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/520283.

Internet resources

1) http://www.gov.ruServer of government authorities of the Russian Federation.
2) http://www.mos.ruOfficial server of the Moscow Government.
3) http://www.minfin.ruMinistry of Finance of the Russian Federation.
4) http://www.gks.ruFederal State Statistics Service.
5) http://www.rg.ruRussian newspaper.
6) http://www.prime-tass.ruPRIME-TASS Economic Information Agency.
7. http://www.fa.ru/dep/cko/msq/Pages/default.aspx/ International quality standards.
8. http://www.consultant.ru/ SPS Consultant Plus.
9. http://www.garant.ru/ SPS Garant.
7) http://www.rbc.ruRBC (RosBusinessConsulting).
8) http://www.businesspress.ruBusiness press.
9) http://www.ereport.ruWorld economy.
10) http://uisrussia.msu.ruUniversity information system of Russia.
11) http://www.forecast.ruTsMAKP (Center for Macroeconomic Analysis and Short-Term Forecasting).
12) http://www.cfin.ruCorporate management.
13) http://www.fin-izdat.ruPublishing house "Finance and Credit"
14) http://economist.com.ruThe Economist magazine.
15) http://www.vopreco.ruJournal "Economic Issues".
16) http://www.mevriz.ruMagazine "Management in Russia and Abroad"
17) http://systems-analysis.ru/Laboratory of Systems Analysis
18) https://gtmarket.ru/concepts/7111System analysis
19) http://minpromtorg.gov.ru/Ministry of Industry and Trade of the Russian Federation.

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
"Small Business Management"

on the topic:

"Analysis of the management system of a small enterprise (organization) (using the example of a specific organization)»

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

Moscow
2023