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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"

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"27" февраля 2025

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of Economics and Management
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"27" февраля 2025

WORKING PROGRAM OF THE DISCIPLINE

"Training Internship (pre-graduation)"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Part-time

Moscow 2025

Developer(s):
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1. Goals, objectives and planned results of the internship

Industrial practice (pre-graduation) is a logical continuation of industrial practice (technological) and is carried out with the aim of collecting, analyzing and summarizing scientific material, developing original scientific proposals and scientific ideas for preparing a final qualifying thesis, acquiring skills in independent research work, practical participation in scientific research. -research work of teams of researchers.

The main goals of industrial practice (pre-diploma) are consolidation, expansion and systematization of knowledge acquired in the study of special disciplines, on the basis of practical organization; consolidation of practical experience in the chosen specialty.

Industrial practice (pre-graduation) is carried out to complete final qualifying work and is mandatory.

Purpose of industrial practice (pre-graduation):

consists in the formation and development of personal and professional qualities in students, allowing them to ensure compliance with the requirements of the Federal State Educational Standard for Higher Education in the field of professional competencies PC-5 - the ability to collect information about business problems to identify business opportunities of the organization and PC-6 - the ability to form possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions.

Objectives of industrial practice (pre-graduation):are aimed at consolidating, expanding, deepening and systematizing the knowledge acquired in the study of disciplines of the professional cycle, based on studying the activities of a specific organization, acquiring complex interrelated practical experience in the field of professional competencies PK-5 and PK-6, including:

- Study the theory of interpersonal and group communication in business interaction; theory of conflicts in risk management systems; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages;
- Study the subject area and specifics of the organization’s activities to an extent sufficient to solve business analysis problems.
- Identify, record, analyze and classify the risks of the organization and its projects;
- Collect, classify, systematize and ensure storage and updating of information;
- Identify connections and dependencies between internal and (external) factors and conditions affecting the organization’s activities;
- Analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches;
- Model and document stakeholder requirements in accordance with the selected approaches to requirements formalization; Define the attributes of stakeholder requirements and their meanings according to the requirements.

- Within the framework of modeling, perform a functional decomposition of work, model the scope and boundaries of work; identify and categorize business problems or business opportunities;
- Develop and propose a management solution for this organization and its projects, including describing possible solutions; analyze decisions from the point of view of achieving target indicators of decisions; assess the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value;
- Formalize the results of business analysis in accordance with the selected approaches and present information in various ways and in various formats for discussion with stakeholders.

The student's competencies, formed as a result of completing "industrial practice (pre-diploma)":

Code and name of competencies	Indicators of Competency Achievement
PK-5 –Is able to collect information about business problems and identify business opportunities for the organization	**IPK-5.1.** Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems. **IPK-5.2.** Is able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or

	business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. **IPK-5.3.** Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.
PC-6 – Is able to formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions	**IPK-6.1.** Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes. **IPK-6.2.** Is able to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques. **IPK-6.3.** Possesses the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts.

2. Place of practice in the structure of the educational program

Industrial practice (pre-diploma) refers to block B.2.1.2 of the mandatory part of block B2 of the undergraduate educational program.

Industrial practice (pre-graduation) is logically, substantively and methodologically interconnected with the following EP disciplines:

- Business process management;
- System analysis in management;
- Management and assessment of the effectiveness of business processes;
- Educational practice (introductory);
- Educational practice (project);

- Industrial practice (technological).

3. Characteristics of practice

The head of the production practice (pre-diploma) from the Moscow Polytechnic University is the scientific supervisor from the Department of Management. Management of students' practice at all stages is carried out jointly with practice managers - employees of organizations of various organizational and legal forms of ownership. Industrial practice (pre-graduation) takes place in an organization independently chosen by the student or in an organization provided to the student by the university from the existing base of internships.

Industrial practice (pre-diploma) is carried out in the form of completing tasks established by the supervisor in accordance with the calendar plan for undergoing industrial practice (pre-diploma) (Appendix 1).

The method of conducting internships is stationary and away in organizations with which the university has entered into agreements for practice. Stationary practice is practice that is carried out in an organization or in the educational program of an organization located on the territory of the locality in which the organization is located. The head of practice at the department issues the assignment for practice. An on-site practice is one that takes place outside the locality in which the organization is located. Field internship (pre-graduation) can be carried out in the field if it is necessary to create special conditions for its implementation.

Industrial practice (pre-diploma) is the most important component of the educational process, providing a direct connection with production, preparing bachelors for professional activities, helping to accelerate the process of adaptation of a young specialist in the conditions of modern production.

The bases of industrial practice (pre-diploma) for the direction of training 38.03.02 “Management” can be:

- Municipal organizations;
- State organizations;
- Commercial organizations;
- Non-profit organizations;
- Analytical departments of enterprises in various fields of activity (departments of logistics, marketing, advertising, research and market conditions, etc.).

Preference is given to those organizations that have the capabilities to implement the goals and objectives of the practice to a fuller extent. The basis for designating a specific organization as a practice base is: the existence of a concluded agreement between the University and the organization for internship by a group of students or individual agreements on the basis of statements.

The duration of industrial practice (pre-graduation) is 8 weeks.

4. Structure and content of practice

The total labor intensity of industrial practice (pre-diploma) is 6 credit units, i.e. 216 academic hours (of which 216 hours are independent work of students).

For full-time study: industrial practice (pre-graduation) takes place in the fourth year.

Eighth semester: 216 hours – independent work of students. Type of intermediate certification - differentiated test.

For full-time and part-time studies: industrial practice (pre-graduation) takes place in the fifth year.

Ninth semester: 216 hours – independent work of students. Type of intermediate certification - differentiated test.

Contents of industrial practice (pre-diploma)

Industrial practice (pre-graduate practice) includes:

1. Preparatory stage:

- Briefing the practice manager on general issues;
- Drawing up a work plan,
- Clarification of the bibliography on the topic of research and development work.

2. Research stage.

Work during the internship period is organized in accordance with the logic of work on the final qualifying work:

- Specification of the problem within the chosen topic, object and subject of research;
- Formulation of the purpose and objectives of the study;
- Theoretical analysis and study of scientific literature and research on the chosen research topic,
- Selection and elaboration of the necessary sources on the topic (patent materials, scientific reports, technical documentation, etc.);
- Preparation of the practical part of the thesis based on the results of pre-diploma and production internships in the field (economic entities); registration of the results of scientific and practical activities.

Students work with primary sources of enterprises, monographs, abstracts and dissertation research, consult with a supervisor and practice supervisors from enterprises.

3. Preparation of a report on the practice. The student in accordance with the requirements of the department prepares the report. The form of control is intermediate certification. Certification based on the results of the internship is carried out on the basis of the defense of the completed report and the review of the supervisor. Based on the results of the assessment, the student is given a grade (passed/fail).

The result of industrial practice (pre-graduation) is the preparation of materials for writing the practical part of the final qualifying work.

No. p/p	Sections (stages) of practice	Types of work in practice, including independent work of students and labor intensity (in credit units, hours)	Forms of current control

1	1. Preparatory stage: - Briefing the practice manager on general issues; - Drawing up a work plan, - Clarification of the bibliography on the topic of research and development work. 2. Research stage.	2 C.U.	72 h	Availability of a work plan, bibliography, marking in the calendar plan
2	The work of students during the internship period is organized in accordance with the logic of work on their final qualifying work: - Specification of the problem within the chosen topic, object and subject of research; - Formulation of the purpose and objectives of the study; - Theoretical analysis and study of scientific literature and research on the chosen research topic; - Selection and elaboration of the necessary sources on the topic (patent materials, scientific reports, technical documentation, etc.); - Preparation of the practical part of the thesis based on the results of pre-diploma and production internships in the field (economic entities); registration of the results of scientific and practical activities. Students work with primary sources of enterprises, monographs, abstracts and dissertation research, consult with a supervisor and practice supervisors from enterprises.	2 C.U.	72 h	Sections of the practice report, Marking in the calendar plan
3	3. Preparation of a report on the practice. The student in accordance with the requirements of the department prepares the report. The form of control is intermediate certification. Certification based on the results of the internship is carried out on the basis of the defense of the completed report and the review of the supervisor. Based on the results of the certification, the student is given a grade (differentiated credit).	2 C.U.	72 h	Practice report, control questions on the compiled report to monitor students' mastery of sections of educational practice, marking in the calendar plan

5. Educational, methodological and information support

5.1 Regulatory documents and GOSTs

1. Order No. 1121-OD dated November 22, 2021 On approval of the regulations on the procedure for conducting internships at the Moscow Polytechnic University.

2. Regulations on the procedure for conducting practice and practical training of students mastering the main educational programs of higher education (regulations on the procedure for conducting practice) // Moscow Polytechnic University.

3. Order of the Ministry of Education and Science of Russia N 885 of 08/05/2020 (as amended on 11/18/2020) “On the practical training of students” (together with the “Regulations on the practical training of students”).

4. Methodological developments for students that determine the order and content of organizational and managerial practice;

3. Forms of accounting, financial, statistical, internal reporting developed at the enterprise (organization) and instructions for filling them out.

5.2 Main literature

1. Project management: textbook and workshop for universities / A. I. Balashov, E. M. Rogova, M. V. Tikhonova, E. A. Tkachenko; under the general editorship of E. M. Rogova. - Moscow: Yurayt Publishing House, 2024. - 383 p. - (Higher education). — ISBN 978-5-534-00436-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/535573

2. Zub, A. T. Project management: textbook and workshop for universities / A. T. Zub. — 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2024. - 397 p. - (Higher education). — ISBN 978-5-534-17500-4. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/536083

3. Gromov A. I. Business process management: modern methods: monograph / A. I. Gromov, A. Fleishman, V. Schmidt; edited by A. I. Gromov. - M.: Yurayt Publishing House, 2022. - 367 p. — (Current monographs). — ISBN 978-5-534-03094-5. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/489237

4. Kuzmina E. E. Organization of entrepreneurial activity: textbook for universities / E. E. Kuzmina. — 4th ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 455 p. - (Higher education). — ISBN 978-5-534-14024-8. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/488831

5. Chekmarev, A. V. Management of digital projects and processes: a textbook for academic undergraduates / A. V. Chekmarev. — 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2024. - 424 p. - (Higher education). — ISBN 978-5-534-18522-5. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/535238

5.3 Additional literature

1. Maltseva S.V. Innovative management: a textbook for universities / S.V. Maltseva; executive editor S. V. Maltseva. - M.: Yurayt Publishing House, 2022. - 527 p. - (Higher education). — ISBN 978-5-534-15607-2. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/509174

2. Lopareva A. M. Business planning: a textbook for universities / A. M. Lopareva. — 3rd ed., revised. and additional - M.: Yurayt Publishing House, 2022. - 273 p. - (Higher education). — ISBN 978-5-534-13541-1. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/495509

3. Lopareva A. M. Business planning: a textbook for universities / A. M. Lopareva. — 3rd ed., revised. and additional - M.: Yurayt Publishing House, 2022. - 273 p. - (Higher education). — ISBN 978-5-534-13541-1. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/495509

4. Lopareva, A. M. Business planning: a textbook for universities / A. M. Lopareva. — 4th ed., revised. and additional - Moscow: Yurayt Publishing House, 2024. - 272 p. - (Higher education). — ISBN 978-5-534-08683-6. — Text: electronic // Educational platform Urayt [website]. — URL:https://urait.ru/bcode/542326

5.4. Licensed and freely distributed software

1. Operating system Windows 7 (or lower) – Microsoft Open License. License No. 61984214, 61984216, 61984217, 61984219, 61984213, 61984218, 61984215
2. Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042
5. Antivirus software, Kaspersky Endpoint Security for Business – Standard.
6. License No. 1752161117060156960164.
6. Microsoft Office 2013 prof (for training). State contract No. 18-09/14 dated September 22, 2014 Act No. Tr09950.
7. Microsoft Project 2013 Stadart 32-bit/x64 Russian. State contract No. 18-09/14 dated 09.22.2014 Act No. Tr064541 dated 10.29.2014.
8. Office applications, Microsoft Office 2013 (or lower) – Microsoft Open License. License No. 61984042…

5.5.Modern professional databases and information reference systems

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.garant.ruGARANT Legislation with comments.
5. http://www.gks.ruFederal State Statistics Service.
6. http://www.rg.ruRussian newspaper.
7. http://www.prime-tass.ruPRIME-TASS Economic Information Agency.
8. http://www.rbc.ruRBC (RosBusinessConsulting).
9. http://www.businesspress.ruBusiness press.
10. http://www.ereport.ruWorld economy.

11. http://uisrussia.msu.ruUniversity information system of Russia.
12. http://www.forecast.ruTsMAKP (Center for Macroeconomic Analysis and Short-Term Forecasting).
13. http://www.cfin.ruCorporate management.
14. http://www.fin-izdat.ruPublishing house "Finance and Credit"
15. http://economist.com.ruThe Economist magazine.
16. http://www.vopreco.ruJournal "Economic Issues".
17. http://www.mevriz.ruMagazine "Management in Russia and Abroad"
18. http://systems-analysis.ru/Laboratory of Systems Analysis
19. https://gtmarket.ru/concepts/7111System analysis
20. http://minpromtorg.gov.ru/Ministry of Industry and Trade of the Russian Federation.
21. http://www.rg.ruRussian newspaper.

6. Logistics support

The internship is carried out at industrial enterprises or organizations in accordance with contracts and the order of the rector.

Reception of reports - at the department: tables, chairs, portable multimedia complex (projector, projection screen and laptop). Teacher's workplace: table, chair.

Scientific and technical library and reading room - Computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment. Tables, chairs, shelves with scientific, educational, methodological and periodical literature on the profile of the educational program, personal computers.

7. Methodological recommendations

7.1 Methodological recommendations for the manager on organizing practice

The management of production practice (pre-graduate practice) of students is carried out by a scientific supervisor, a supervisor of practice from enterprises (institutions, organizations), and a person responsible for organizing practice from the department. They are responsible for:

Scientific director:

- Approves the student’s individual internship plan in accordance with the internship program;
- Advises students on internships and preparing a report on the work done;
- Checks the quality of students’ work and monitors their implementation of individual internship plans;
- Provides methodological assistance in collecting materials for final qualifying work;
- Organizes practice testing;
- Gives feedback on the results of the internship and endorses the reports they compiled at the end of the internship.

Head of practice from the organization:

- Monitors students' compliance with the internal regulations of the organization;
- Provides conditions for students to complete the internship program;
- At the end of the internship, he gives feedback - a description of the results of the internship.

Responsible for practice from the department:

- Forms a data bank of organizations for practical training;
- Maintains contact with organizations;
- Ensures the implementation of activities related to preparing students for practice;
- Reports to the department and submits a written report on the practice along with comments and suggestions for its improvement to the leadership of the department.

When conducting practical training (pre-graduation), modern educational and scientific-production technologies are used.

Multimedia technologies, for which instructing students and receiving reports during practice are carried out in rooms equipped with a projection screen, overhead projector, and laptops. Tables, chairs, portable multimedia system (projector, projection screen, laptop). Teacher's workplace: table, chair.

Reception of the report - at the department: tables, chairs, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

This allows managers and specialists of the enterprise (organization) to save time spent on presenting the necessary material and increase its volume.

The following research technologies are also used:

- Problem-based learning associated with solving problems of a specific research object;
- Research teaching methods associated with independent knowledge acquisition;
- Project-based learning associated with the participation of bachelors in various real processes and projects taking place in the organization.

Organization of protection of the results of industrial practice (pre-diploma):

1 A report on the internship (pre-graduate internship), a review from the place of internship, a diary are submitted to the supervisor within five days from the end of the internship. Upon admission, a security process is carried out.

2 When defending an internship, the volume of implementation of the internship program, the correctness of the documents, the content of the testimonial, the correctness of answers to questions asked by the internship director, and the ability to analyze documents attached to the report are taken into account.

Criteria for assessing bachelor's practice:

– Level of qualification of the collected material in accordance with the practice program and individual assignments;
– The ability to professionally and competently answer questions regarding the performance of official duties and knowledge of regulations governing the activities of the organization where the internship took place;
- Knowledge of internal documents of the enterprise regulating management

activities in the innovation sphere;

- The ability to assess the state of innovation activity of the research object;

– Content of the review - characteristics of the organization - place of internship.

3. The assessment for practice is equal to assessments (credits) for theoretical training and is taken into account when summing up the overall performance of students.

Students who do not complete the internship program for a valid reason are sent to practice again in their free time from study.

Students who fail to complete the internship program without a valid reason or who receive a negative grade may be expelled from the university as having academic debt.

4. Materials of industrial practice (pre-diploma internship) practice (report, characteristics-feedback, etc.) after its defense by the student are stored at the Department of Management for 2 years.

5 The final results of students' pre-diploma internship are summed up at a department meeting.

7.2. Guidelines for students on mastering the discipline

During the internship, the student is required to study the management and management system of the organization, its structure, work planning, external influence factors, principles of operational management of the organization, the management subsystem of the unit regulating innovation activities, the organization of innovation activities at the enterprise, the innovation portfolio and the processes for implementing innovative projects. :

1. Assess the degree of organization of the management system, incl. subsystems for managing the department regulating innovation activities; internal organizational and regulatory documentation regulating innovation activities at the enterprise.
2. Get acquainted with the overall development strategy, determine the relationship between mission - strategy - goals - objectives, and get acquainted with the innovative development program of the enterprise.
3. Conduct an analysis and assessment of the enterprise's business environment. Analysis and assessment of the innovative environment and the innovative potential of the enterprise.
4. Get acquainted with the elements of the enterprise's innovative infrastructure, scientific and technical potential (material and technical base, research, design and technological components, sources of R&D funding, scientific personnel, information component, etc.)
5. Personnel assessment: opportunities and prospects for innovation.
6. Get acquainted with the innovative projects being implemented at the enterprise.
7. Study the annual reports and evaluate such indicators of the enterprise as productivity, efficiency, efficiency, profitability, profitability over a number of years.
8. Assess the indicators characterizing innovative activity at the enterprise (volumes of production and sales of innovative products) over a number of years.
9. Identify problems in the innovation sector of the enterprise and make recommendations for eliminating them.

During the internship, the student is required to study the following questions:
1. Internal environment of the organization:
1.1. Goals and behavior strategy of the organization;
1.2. Organization structure;
1.3.Tasks and technologies of the organization;
1.4. Personnel of the organization, its management;
1.5. Interrelation of internal factors.

2. Organizational management system and its main elements:
2.1. Composition, structure and features of the management system;
2.2. The main content of the system elements;
2.3. General principles of management;
2.4. Goals and objectives of management;
2.5. Functions in the control system;
2.6. Management methods;
2.7. Information in the control system;
2.8. Availability of modern technical means of control systems;
2.9. Control technology;
2.10. Management system structure;
2.11. Management system personnel;
2.12. Optimization and improvement of the management system.

3. Factors of external influence on the organization:
3.1. The relationship between the environment of direct and indirect influence;
3.2. Direct exposure environment;
3.3. Indirect impact environment.

4. Planning the work of the organization:
4.1. Elements of the planning function;
4.2. Time periods, methods, structure and procedure for planning.

5. Organization of work at the company:
5.1. The composition of the “Organization” function and the general content of the elements;
5.2. Distribution of responsibilities and delegation of powers;
5.3. Determination of organizational and technological relations in the process of work.

6. Operational management of the organization’s activities:
6.1. The essence of operational management;
6.2. The composition of the elements of the “Operational Management” function and their general characteristics.

7. Functions of managers and personnel authorities when interacting with personnel:

7.1. Economic importance of personnel for the organization;
7.2. Personnel training system for the organization;
7.3. Measures to “restore the strength” of employees.

8. Business structure and strategies:
8.1. Business structure (lines of activity, strategic planning units, and specific markets)
8.2. Regular analysis of market position and market attractiveness for each planning unit
8.3. The role and functions of marketing in the process of corporate strategic planning
8.4. The effectiveness of the company's marketing strategy

9. Marketing planning and organizational structure
9.1. Annual and long-term strategic marketing plans
9.2. Strategy for selecting target market segments
9.3. Analysis of the industry, demand and competition in each target segment
9.4. Positioning strategy
9.5. Offer strategy
9.6. Brand Management Strategies
9.7. Product distribution strategy
9.8. Pricing strategy
9.9. Advertising and Sales Promotion Strategies

Responsibilities and rights of students during practical training (pre-graduation)

Students sent to practice are required to:
- Before starting the practice, carefully study its program;
- Arrive at the practice base on time;
- Comply with the internal regulations of the enterprise (organization) - place of practice;
- Accurately and timely follow all instructions from practice managers;
- Collect and process information obtained at the internship site;
- Upon completion of the internship, draw up and submit to the department a report on the completion of the internship, which reflects information about the work performed by him within the framework of the requirements of the department.

The student has the right to:
- A workplace for completing the practice program;
- Access to documentation and materials provided for by the internship program;
- Contacting the heads of practice from the enterprise and university on all issues arising during the implementation of the program.

Student submits a report on the internship no later than five days after the end of the internship to the supervisor; after admission, the report is defended.

1. From the moment students are enrolled as trainees, they are subject to labor legislation, labor protection rules and internal regulations in force in the organization, with which they must be familiarized in the prescribed manner.

2. During the internship period, each student keeps a diary (Appendix 2), which

records the work he does every day.

3. During the internship period, the student is obliged to:

– Report to the organization designated for internship in a timely manner;

– Show high level of organization, strictly comply with the internal regulations established in the organization, and also observe labor and service discipline; familiarize yourself with and comply with labor protection and safety regulations;

– Complete the internship program in good faith, in full and on time; accurately and timely carry out specific tasks, instructions and instructions from the head of practice from the university and the head of practice from the organization;

– Collect the necessary material to write a final qualifying thesis in accordance with its structure.

Documents regulating the practice

Students' internships are regulated by the following documents:

a) Governing documents;

- Current Federal State Educational Standard of Higher Education (direction 38.03.02 "Management");

b) Documents defining the procedure and specifics of internships:

- Program of industrial practice (pre-diploma internship) for students in the direction of 38.03.02 "Management";

- A report on the internship completed by the student, bound together with the title page (Appendix 4);

- Calendar plan for internship (Appendix 1);

- Practice diary (Appendix 2);

- Review-characteristic about completing industrial practice (pre-graduate practice), drawn up on the organization's letterhead (Appendix 3).

Internship report forms

In accordance with current regulatory documents, the higher education institution determines the form and type of student reporting on internships.

The reporting materials on the internship are:

1. Review-characteristic about the student's internship, compiled by the internship supervisor from the enterprise, bearing the seal of the enterprise and the signature of the supervisor. To compile the characteristics, data from observations of the student's activities during practice, the results of completing assignments, as well as conversations with the student are used. The review-characteristic is drawn up on the organization's letterhead (Appendix 3);

2. A report on the internship, drawn up in the prescribed form.

3. Other documents of the organization received by the student during the internship. These documents should not contain information constituting state, official, commercial, personal secrets, as well as other information not related to the subject of study and not included in the students' internship program.

Within the prescribed period, the student prepares a written report in Microsoft Word format (handwritten reports are not accepted), reflecting the degree of completion

of the program, and submits it in bound form along with other reporting documents to the head of practice from the university.

All completed practice reporting documents are bound in the following sequence:

1. Title page (Appendix 4);
2. Travel package;
3. Report on the practice carried out;
4. Schedule (Appendix 1);
5. Trainee's diary (Appendix 2);
6. Feedback-characteristics (Appendix 3).

Requirements for the content of the report on completion of industrial practice (pre-diploma).

The report for each type of practice should include the following components.

1. Title page (Appendix 4).

2. Voucher with the seal of the organization where the internship took place (if required)

3. The text of the practice report is typed in Microsoft Word and printed on one side of a standard sheet of A-4 paper, Times New Roman font - regular, size 14 pt; line spacing – one and a half; left, top and bottom -2.0 cm; right –1.0 cm; paragraph -1.25 cm(handwritten reports will not be accepted).

The volume of the report should be for industrial practice (pre-graduate practice) 25-30 pages (in Microsoft Word format in accordance with the requirements stated above);

Based on the specified volume of the report text, it must include the following main structural elements and meet the basic requirements for the content of the report and its structural elements:

Introduction:

- Purpose, objectives, place, start date and duration of practice;
- A list of main works and tasks performed during the internship.

Main part:

-Analysis of the organization’s activities, its management system;

- Consideration of the subsystem for managing the innovative activities of the organization;

- Analysis of the innovation policy and activities in the field of innovation of the organization (strategy or program of innovative development of the organization; regulatory documentation; specialized innovation management body (top manager responsible for this area) and its competencies; innovation potential; sources of financing; actual innovation activities production of products and application of technologies, business processes; system of motivating employees for innovative activities);

- Making an assessment of the state of the organization’s management system, including innovation activities as an independent business function;

- Analyzing the results of the organization’s activities as a whole and the effectiveness of innovation activities according to specific indicators over time:

-Identifying problem areas in the field of innovation;

- Giving proposals for improving the organizational and managerial work of the organization - the place of internship in the field of innovation management.

Conclusion:

- Description of practical tasks completed by the student during the internship;
- Reflection of the skills and abilities acquired during industrial practice (pre-graduate practice);
- Drawing individual conclusions about the practical significance of the type of practice carried out for yourself.

The report must be illustrated with tables, graphs, diagrams, and drawings.

The pages of the report are numbered in Arabic numerals, with continuous numbering throughout the text. The number is placed in the center of the bottom of the sheet (aligned from the center) without a dot at the end of the number.

Diagrams, drawings, tables and other illustrative material located on separate sheets are included in the overall page numbering, but are not counted towards the scope of work. If they cannot be shown in computer graphics, they should be done in black ink or ink.

The title page is included in the general page numbering, but the page number is not indicated on the title page.

Digital material should be presented in the form of tables. The table should be placed in the report immediately after the text in which it is mentioned for the first time, or on the next page. All tables provided must have links in the text of the report. Tables should be numbered in Arabic numerals and sequentially numbered throughout the text of the report. The number should be placed above the table on the left without a paragraph indent after the word “Table”. Each table must have a title, which is placed on one line with its number separated by a dash.

Drawings (drawings, graphs, diagrams, computer printouts, diagrams, photographs) should be placed in the 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.

3. In the review-characteristic (Appendix 3) of the internship supervisor from the enterprise at the place of the internship, it is necessary to evaluate the student’s attitude towards work (with the signature of the person in charge), put the date of completion of the internship and the round seal of the enterprise.

Requirements for preparing a report on industrial practice (pre-diploma).

1. *Introduction, chapter titles, conclusion and list of sources used* written in 14 font from indentation1.25 cm, can be highlighted in bold. There are no dots in names. The text should be evenly spaced on the page, with equal indentations from the beginning of the field where the text material is located.

2. The name of the picture is placed under the picture and is centered. Example:

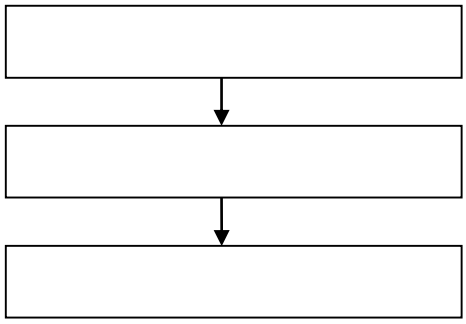


Figure 2 – Organizational structure of the enterprise [38, p. 12]

The table title is placed above the table without indentation

Example 1:

Table 1 - Indicators characterizing the innovative activities of Progress OJSC for 2015-2017. [Source number according to the list, p.]

Example 2:

Table 2 – Financial stability coefficients of Progress OJSC for 2017 (compiled by the author based on company materials)

If we are talking about data from a specific company - the object of research, then the title of the figure or table indicates the object of study, the period of study and the source. When there is a reference to source numbers, a square bracket is placed, if the source is expressed in words, then a round bracket is placed.

Before the figure (table) a mention is made of it, and after the figure (table) there is an explanation or analysis of the data shown in the table (figure).

Transferring a table to another page must be formatted as follows: when transferring a table to another page, you must write “Continuation of table 2” in the upper right corner, but also transfer either the header or the column numbers everywhere. On the first page, where the beginning of the table is located, the bottom line is not placed, i.e. the table is not closed.

3. Each main section (introduction, chapters, conclusion, list of used sources) begins strictly on a new page, and subsections within the main section are placed on the same page, only from the text to the title and from the title to the text there are two single line spacing or1.5 cm

4. Throughout the work, references are made to the sources used in this work, especially if statistical data is provided

5. It is desirable that the sources were published within the last 3-5 years. When using Internet resources, you must provide a link to the site.

Example of a source description in a list:

(textbook) Gribov V.D., Nikitina L.P. Innovative management: Textbook. – M.: INFRA-M, 2017. –311 p. - (Higher education)

(magazine article) Shirokova L.V., Fedoseeva L.V. Some aspects of building a national innovation system // Economics in industry. No. 3(23), 2016. July-September.

P.24-29.

6. All formulas are numbered. The number can be continuous or within a chapter. It is placed in simple parentheses.

7. Applications are numbered with letters of the Russian alphabet starting with A, in addition to the letters E, Z, I, O, CH, Ъ, Б, Ш. Applications are executed on separate pages. The tables and figures inside the applications show this:

Table A.1 – table name.

Figure A.1 – title of the figure

8. When listing, you must use hyphens, no checkmarks or circles.

9. Page numbering in the bottom center.

10. Listing examples:

Option 1

It is necessary to highlight five concepts of business strategy:

- Business strategy as a plan – a system of consistent actions;
- Business strategy as a position – determining the organization's position in the External environment and relative to its main competitors;
- Business strategy as a method of distracting competitors;
- Business strategy as a principle of behavior.

Option 2

Must be preceded by:

1) Conducting strategic monitoring of the external and internal environment and assessing the impact of key macroeconomic indicators on the functioning of the enterprise;

2) Forecasting, scenario modeling and planning of main indicators for the medium and long term, taking into account the need to achieve strategic goals;

3) Forecasting possible unfavorable factors that impede development, identifying the main risks and preparing proposals to reduce their impact on financial and economic results.

Option 3

1 Civil Code of the Russian Federation (part one) dated November 30, 1994 No. 51-FZ. Current edition dated 04/06/2017 // Legal information system "Consultant Plus".

2 Tax Code of the Russian Federation (part two) dated 08/05/2000 No. 117-FZ Current edition dated 04/06/2017. // Legal information system "Consultant Plus".

3 Richard Newton Project management from A to Z. Per. from English Kirichenko A. Publishing house: Alpina Publisher, 2016 -192 p.

8. Fund of assessment funds

8.1 Methods of monitoring and evaluating the results of internship

Assessment tools for ongoing progress monitoring include test questions based on the compiled report to monitor progress students of sections of industrial practice (pre-diploma).

Competencies FORMULATION	List of components	Technology for developing competencies	Form of assessment tool**	Degrees of levels of mastering competencies
PC-5. Is able to collect information about business problems and identify business opportunities for the organization	**IPK-5.1.** Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems. **IPK-5.2.** Is able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; draw up the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal	independent work	report, control questions for the report diff. test	**A basic level of** Understands the essence of scientific activity, knows the terminology of scientific research **Increased level** Able to independently prepare a report on scientific work

	external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. **IPK-5.3.** Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.		–	

PC-6 –Is able to formulate possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions	**IPK-6.1.** Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes **IPK-6.2**. Is able to identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; conduct performance assessments decisions in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques. **IPK-6.3.** Possesses the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts	independent work	report, control questions for the report diff. test	**Basic level:** Understands the essence of scientific activity, knows the terminology of scientific research **Increased level:** Able to independently prepare a report on scientific work

8.2 Scale and criteria for assessing the results of internship

Certification form: differential pass.

Certification of students in the form of differentiated credit is carried out based on the results of completing all types of educational work provided for by the curriculum.

Assessment of the degree to which students have achieved the planned learning outcomes of the practice program is carried out by the teacher leading classes in the discipline (module) using the method of expert assessment. Based on the results of certification for the discipline (module), a grade of "excellent", "good", "satisfactory" or "unsatisfactory" is given.

Grading scale	*Description*
Excellent	*Completed independent work, passed test tasks, actively participated in a business game, and performed other types of work provided for by the curriculum. The student demonstrates compliance with the knowledge, skills and abilities given in the tables of indicators, operates with acquired knowledge, skills and abilities, and applies them in situations of increased complexity. In this case, minor mistakes, inaccuracies, and difficulties during analytical operations and the transfer of knowledge and skills to new, non-standard situations may be made.*
Good	*Completed independent work, passed test tasks, actively participated in a business game, and performed other types of work provided for by the curriculum. The student demonstrates incomplete, correct compliance of knowledge, skills and abilities with those given in the tables of indicators, or if 2-3 insignificant mistakes were made.*
Satisfactory	*Completed independent work, passed test tasks, participated in a business game, and performed other types of work provided for by the curriculum. The student demonstrates the consistency of knowledge, which covers the main, most important part of the material, but at the same time one significant mistake or inaccuracy was made.*
Unsatisfactory	*Completed independent work in the form of a scientific report, did not fully participate in classroom work provided for by the curriculum. The student demonstrates incomplete compliance of knowledge, abilities, skills with those given in the tables of indicators, significant mistakes are made, a lack of knowledge, abilities, skills is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills.*

An indicator for assessing competencies at various stages of their formation is the achievement of planned learning outcomes by students.

PC -5 – Is able to collect information about business problems and identify business opportunities of the organization				
Index	**Evaluation criteria**			
	2	**3**	**4**	**5**
IPK-5.1. Knows the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.	The student demonstrates a complete absence or insufficient compliance of the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.	The student demonstrates incomplete compliance with the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.	The student demonstrates partial compliance with the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.	The student demonstrates full compliance with the following knowledge: the theory of interpersonal and group communication in business interaction; conflict theory; methods, techniques, processes and tools for managing stakeholder requirements; visual modeling languages; risk management theory; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems.
IPK-5.2. Is able to use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register,	The student does not know how or is insufficiently able to use techniques for identifying stakeholders; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and	The student demonstrates incomplete compliance with the following skills: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use	The student demonstrates partial compliance with the following skills: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective	The student demonstrates full compliance with the following skills: use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders;

analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches;	classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine	effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in	communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in	use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure storage and updating of business analysis information; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; present business analysis information in a variety of ways and formats for discussion with stakeholders; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; formalize the requirements of

classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business	the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders.	accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders.	accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present information about identified business problems or business opportunities in various ways and in various formats for discussion with stakeholders. Skills have been mastered, but minor errors, inaccuracies, and difficulties in analytical operations and transfer of skills to new, non-standard situations are allowed.	stakeholders in accordance with the chosen approaches; classify stakeholder requirements according to the chosen approaches; model stakeholder requirements in accordance with the selected approaches; document the requirements of interested parties in accordance with the selected approaches to formalizing requirements; determine the attributes of stakeholder requirements and their meanings in accordance with the selected approaches; manage changes in stakeholder requirements in accordance with the chosen approach; analyze the quality of business analysis information in terms of selected criteria; analyze the subject area; perform functional breakdown of work; model the scope and boundaries of work; identify and categorize business problems or business opportunities; present

opportunities in a variety of ways and formats for discussion with stakeholders.				information about identified business problems or business opportunities in a variety of ways and formats for discussion with stakeholders. Fluently operates with acquired skills and applies them in situations of increased complexity.
IPK-5.3. Possesses the skills to analyze the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.	The student demonstrates a complete absence or insufficient compliance with the following knowledge: skills in analyzing the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions.	The student demonstrates incomplete compliance with the following knowledge: skills in analyzing the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators for decisions. Significant mistakes are made, insufficient knowledge is manifested, according to a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: skills in analyzing the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators of decisions, but minor mistakes, inaccuracies, and difficulties in analytical operations are made.	The student demonstrates full compliance with the following knowledge: methods, skills in analyzing the needs of stakeholders; context analysis; identifying and documenting true business problems or business opportunities; agreeing with stakeholders on identified business problems or business opportunities; formation of target indicators of decisions, freely operates with acquired knowledge.
PC -6 – Is able to form possible solutions based on target indicators developed for them, as well as carry out analysis, justification and selection of solutions				

Index	Evaluation criteria			
	2	**3**	**4**	**5**
IPK-6.1. Knows visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes.	The student demonstrates a complete absence or insufficient compliance of the following knowledge: visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes	The student demonstrates incomplete compliance with the following knowledge: visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for business analysis purposes. Significant mistakes are made, insufficient knowledge is manifested, according to a number of indicators, the student experiences significant difficulties in operating knowledge when transferring it to new situations.	The student demonstrates partial compliance with the following knowledge: visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis, but minor mistakes, inaccuracies, and difficulties in analytical operations are made.	The student demonstrates full compliance with the following knowledge: visual modeling languages; systems theory; subject area and specifics of the organization's activities to the extent sufficient to solve business analysis problems; theory of interpersonal and group communication in business interaction; conflict theory; methods of collecting, analyzing, systematizing, storing and maintaining business analysis information up to date; information technologies (software) used in the organization, to the extent necessary for the purposes of business analysis, freely operates with acquired knowledge.
IPK-6.2. Is able to identify,	The student demonstrates a complete	The student demonstrates	The student demonstrates partial	The student demonstrates full

register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective	absence or insufficient compliance with the following knowledge: identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques.	incomplete compliance with the following knowledge: identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; to use effective communication techniques, according to a number of indicators,	compliance with the following knowledge: identify, record, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques, but minor mistakes, inaccuracies, and difficulties in analytical operations are made.	compliance with the following knowledge: identify, register, analyze and classify risks and develop a set of measures to minimize them; formalize the results of business analysis in accordance with the selected approaches; identify connections and dependencies between elements of business analysis information; apply information technology to the extent necessary for business analysis purposes; analyze internal (external) factors and conditions affecting the organization's activities; analyze the requirements of stakeholders in terms of quality criteria determined by the selected approaches; evaluate the effectiveness of the solution in terms of selected criteria; evaluate the business opportunity to implement the solution in terms of selected target indicators; model the scope and boundaries of work; plan, organize and

communication techniques.		the student experiences significant difficulties in operating knowledge when transferring it to new situations.		conduct meetings and discussions with stakeholders; use effective communication techniques and operate freely with acquired knowledge.
IPK-6.3. Possesses the skills of identifying, collecting and analyzing business analysis information to formulate possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts.	The student demonstrates a complete absence or insufficient compliance with the following knowledge: skills in identifying, collecting and analyzing business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts.	The student demonstrates incomplete compliance with the following knowledge: skills in identifying, collecting and analyzing business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; When choosing a solution for implementation as part of a group of experts, the student experiences significant difficulties in operating knowledge when transferring it to new situations. The student experiences significant difficulties in operating knowledge	The student demonstrates partial compliance with the following knowledge: skills in identifying, collecting and analyzing business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts, but minor mistakes, inaccuracies, and difficulties in analytical operations are made.	The student demonstrates full compliance with the following knowledge: skills in identifying, collecting and analyzing business analysis information to form possible solutions; descriptions of possible solutions; analysis of decisions from the point of view of achieving target indicators of decisions; assessing the resources needed to implement solutions; assessing the effectiveness of each solution option as a ratio between the expected level of resource use and expected value; choosing a solution for implementation as part of a group of experts. Fluently operates with acquired knowledge.

		when transferring it to new situations.		

8.3 Evaluation tools

OS No.	Name of the evaluation tool	Brief description of the evaluation tool	Submission of the assessment tool to the Evaluation Tools Fund
1	Practice report	A product of the student's independent work, which is a summary in writing of the results of the research and familiarization with the selected enterprise.	Practice report topics
2	Test questions for the report	A means of control, organized as a special conversation between a teacher and a student on topics related to the prepared report, and designed to determine the amount of knowledge of the student on a certain section, topic, problem, etc.	Checklist

8.3.1 Monitoring

An approximate list of questions on the compiled report to monitor students' mastery of sections of industrial practice (pre-diploma)
(Formation of competence PK-5)

IPK-5.1.

1. Investment activity: subjects, objects, implementation mechanism, government regulation.
2. Investment legislation of the Russian Federation: main provisions.
3. The concept and economic essence of investment.
4. Classification of investments.
5. Management efficiency criteria
6. Control and monitoring in the organization
7. Management information support
8. Describe the production process and its essence.

IPK-5.2.

9. The role of investment in economic development.
10. Algorithm for determining cost within the framework of a comparative approach.
11. Estimation of the value of an enterprise and business based on the income approach.
12. Estimation of the value of an enterprise and business based on the cost approach.
13. Basic approaches to assessing the value of an enterprise and business.

14. Determining business value based on net asset value.
15. The concept of value-based business management (VBM).
16. Trust, interaction and efficiency
17. Performance assessment and command-and-control approach
18. The role of external and internal factors in the implementation of the enterprise plan.

IPK-5.3.

19. State guarantees of investment activities.
20. A decision-making system aimed at maximizing business value for owners.
21. Intervention effectiveness and organizational development
22. Socio-economic efficiency: analysis and assessment
23. Government Productivity and Efficiency
24. What is a design organization and what stage of the production cycle does it belong to?
25. Management as the final phase of the production management cycle
26. The essence of organizing production processes in space and time.

The topics of specific questions may vary depending on the educational program (profile) of study and the specifics of the economic activities of the enterprise where the student completed his internship.

A test with an "excellent" grade is given to a student who:

– Demonstrated during practice a high level of possession of all general cultural and professional competencies provided for by the requirements for the results of practice;

– Completed the entire planned amount of work on time and at a high level in accordance with the practice plan;

– Demonstrated independence, creativity and a high level of training on issues of professional activity, organization of team work, self-organization;

– Made proposals for improving the activities of the enterprise (organization);

– Prepared the report in accordance with the standards.

A test with a "good" grade is given to a student who:

– In general, demonstrated during the practice the formation of all general cultural and professional competencies provided for by the requirements for the results of practice;

– Fully completed the assignment plan for completing the internship, but made minor mistakes in calculations and writing a report, mostly of a technical nature.

A test with a "satisfactory" grade is given to a student who:

– During the internship_was unable to demonstrate the development of certain general cultural and professional competencies at the level corresponding to a junior or middle manager of an enterprise (organization);

– Found it difficult to solve the tasks assigned to him and made significant shortcomings in the calculations and in the preparation of the report.

A test with an “unsatisfactory” grade is given to a student who:

– Was unable, during practice, to demonstrate the development of general cultural and professional competencies provided for by the requirements for practice results;

– Did not fulfill the practice plan.

8.3.2 Interim certification.

Approximate list of topics on which reports on industrial practice (pre-graduation) can be prepared
(Formation of competence PK-6)

IPK-6.1.

1. Improving personnel policy (of the selected enterprise);
2. Improving the management of production potential (of the selected enterprise);
3. Improving the management of innovative projects (selected enterprise);
4. Improving the management of an investment project (selected enterprise).

IPK-6.2.

5. Improving the organizational, economic and technical condition (of the selected enterprise);
6. Improving information disclosure in the field of sustainable development (selected enterprise);
7. Improving organizational and economic analysis (of the selected enterprise);
8. Improving liquidity and solvency (of the selected enterprise);
9. Improving the position of the enterprise in the product markets (selected enterprise).

IPK-6.2.

10. Improving solvency and financial stability (of the selected enterprise);
eleven. Improving the organizational, economic and technical level (of the selected enterprise);
12. Improving the efficiency of using fixed assets (selected enterprise);
13. Improving organizational, economic and management analysis (of the selected enterprise);
14. Improving the motivation and incentives of management personnel (selected enterprise).
15. Improving competitiveness management (of the selected enterprise).

The subject matter of specific topics may vary depending on the educational program (profile) of study and the specifics of the economic activities of the enterprise where the student completed his internship.

A test with an “excellent” grade is given to a student who:

– Demonstrated during practice a high level of possession of all general cultural and professional competencies provided for by the requirements for the results of practice;

- Completed the entire planned amount of work on time and at a high level in accordance with the practice plan;
- Demonstrated independence, creativity and a high level of training on issues of professional activity, organization of team work, self-organization;
- Made proposals for improving the activities of the enterprise (organization);
- Prepared the report in accordance with the standards.

A test with a “good” grade is given to a student who:

- In general, demonstrated during the practice the formation of all general cultural and professional competencies provided for by the requirements for the results of practice;
- Fully completed the assignment plan for completing the internship, but made minor mistakes in calculations and writing a report, mostly of a technical nature.

A test with a “satisfactory” grade is given to a student who:

- During the internship was unable to demonstrate the development of certain general cultural and professional competencies at the level corresponding to a junior or middle manager of an enterprise (organization);
- Found it difficult to solve the tasks assigned to him and made significant shortcomings in the calculations and in the preparation of the report.

A test with an “unsatisfactory” grade is given to a student who:

- Was unable, during practice, to demonstrate the development of general cultural and professional competencies provided for by the requirements for practice results;
- Did not fulfill the practice plan.

Annex 1

CALENDAR PLAN

PRODUCTION PRACTICE (PRE-GRADUATE PRACTICE)

_____

(FULL NAME)

Student of _____ course, _____group,

_____ form of training,

_____direction,

_____ educational program

1. Duration of internship:_____

2. Location: _____

3. Practice plan:

No.	Type of work	Deadline	Reporting form
1.			
2.			
3.			

Student's signature _____

Signature of the supervisor _____

Appendix 2

DIARY

PRE-GRADUATE PRACTICE

_____
(Full Name)

Student_____ course, _____group

Direction, educational program_____

Place of internship _____

Duration of internship: from _____ to _____ 201__

Month, date	Contents of the work performed	Result of work	Ratings, comments and proposals for work

Student _____ _____

(signature) (date)
Signature of the practice manager _____ _____

Appendix 3

(Company's Form)

Review - characteristics

Student of the _____ course of the Field of Study 03/38/02 “Management” under educational program “Business Process Management” of__Moscow Polytechnic University_____ from ____ 201__ to _____ 201__
(FULL NAME)
completed an industrial (pre-graduate) internship in_____
(name of company)
During the internship period, he performed (a) the duties of _____.
During the industrial (pre-diploma) internship
_____
__
(FULL NAME)
showed (a) _____ level of theoretical training, _____ability to apply and use the knowledge acquired at the university to solve practical problems assigned to him (her).
The industrial (pre-diploma) internship program has been completed in full (partially).
In general, the trainee’s work is _____
(FULL NAME)
deserves the rating _____ .

Head of the organization _____
(FULL NAME)
M.P.

Appendix 4

MINISTRY OF SCIENCE AND HIGHER EDUCATION

RUSSIAN FEDERATION

Federal State Autonomous Educational Institution

higher education

"MOSCOW POLYTECHNIC UNIVERSITY"

/Moscow Polytechnic/

Department of Management

Report on pre-graduate practice

during the period from “____” _____ to “____” _____.

_____

(place of internship)

_____

(FULL NAME.)

Student _____ course, _____ group,

_____ form of training,

_____direction,

_____ educational program

Practice Manager_____

(position, full name)

Moscow – 2023__