**Federal State Educational Budgetary Institution of Higher Education**

**"Financial University**

**under the Government of the Russian Federation"**

**(Financial University)**

**Department of Management and Innovation**

**Faculty of Higher School of Management**

**State Final Attestation Program**

for students studying in the direction of preparation

38.03.02 "Management"

Educational program « Bachelor of business Administration ( BBA ), Marketing Management »

*Approved by the Council of the Department of Management and Innovation*

*(Minutes No. 15 dated April 17, 2023)*

Moscow 2023

**The list of competencies to be assessed during the state final certification for students studying in the field of study 38.03.02** **"Management" Educational program " Bachelor of business Administration (BBA), Marketing Management » 2021, 2022 enrollment**

|  |  |
| --- | --- |
| Code and name of competence | The form of the state final certification, within the framework of which the formation of competence is checked |
| 1 | 2 |
| **General scientific competencies:** | |
| The ability to perceive the intercultural diversity of society, in the socio-historical, ethical and philosophical contexts, to analyze and ideologically assess the ongoing processes and patterns  (UK-1) | Final qualifying work |
| **Instrumental competencies:** | |
| The ability to apply the norms of the state language of the Russian Federation in oral and written speech in the process of personal and professional communications (UK-2) | State exam  Final qualifying work |
| The ability to apply knowledge of a foreign language at a level sufficient for interpersonal communication, educational and professional activities (UK-3) | Final qualifying work |
| Ability to use application software in solving professional problems (UK-4) | Final qualifying work |
| Ability to use the basics of legal knowledge in various fields of activity (UK-5) | Final qualifying work |
| The ability to apply the methods of physical culture to ensure a full-fledged social and professional activity (UK-6) | Final qualifying work |
| The ability to create and maintain safe living conditions to preserve the natural environment, ensure the sustainable development of society, master the basic methods of protection against the possible consequences of accidents, disasters, natural disasters and military conflicts (UK-7) | Final qualifying work |
| **Social and personal competencies:** | |
| Ability and readiness for self-organization, continuing education, for self-education based on the principles of lifelong education (UK-8) | Final qualifying work |
| Ability for individual and team work, social interaction, compliance with ethical standards in interpersonal professional communication (UK-9) | Final qualifying work |
| **System competencies:** | |
| The ability to search, critically analyze, summarize and systematize information, use a systematic approach to solve problems  (UK-10) | Final qualifying work |
| The ability to set goals and objectives of research, the choice of optimal ways and methods to achieve them (UK-11) | Final qualifying work |
| **Inclusive competence:** | |
| Ability to use basic defectological knowledge in social and professional areas (UK-12) | Final qualifying work |
| **Competence economic culture, including financial literacy** | |
| The ability to make informed economic decisions in various areas of life (UK-13) | Final qualifying work |
| **Citizenship competence:** | |
| The ability to form an intolerant attitude towards manifestations of extremism, terrorism, corrupt behavior, attempts to falsify history and to counteract them in professional activities (UK-14) | Final qualifying work |
| **Digital Competence** | |
| The ability to use information resources and information and communication technologies relevant to the tasks to be solved to achieve goals related to professional activities, training, participation in society and other areas of life (CC-15) | Final qualifying work |
| **Professional competencies of the direction:** | |
| **Theoretical and methodological competencies:** | |
| Possession of basic scientific concepts and categories of economics and management science and the ability to apply them in solving professional problems (PKN-1) | State exam |
| The ability to apply mathematical methods to solve standard professional problems, to interpret the obtained mathematical results (PKN-2) | State exam |
| **Applied competencies:** | |
| The ability to apply forecasting tools, methods of planning and development of management decisions, as well as to use methods to ensure coordination and control of the organization's activities (PKN-3) | State exam  Final qualifying work |
| Possession of the basic theories of human resource management and the formation of organizational culture, as well as the principles of building compensation systems for solving managerial problems (PKN-4) | Final qualifying work |
| Possession of the basics of financial accounting and reporting, as well as the principles of management accounting in order to use accounting data for making management decisions (PKN-5) | Final qualifying work |
| Ability to apply basic financial management methods for asset valuation, working capital management, investment decisions, financing decisions (PKN-6) | Final qualifying work |
| Ability to identify and implement market opportunities, as well as master the skills of business planning (PKN-7) | State exam |
| **Analytical** **competencies:** | |
| Possession of methods of strategic and marketing analysis of organizations (markets, products), development and implementation of an organization's strategy, taking into account the requests and interests of various stakeholders (PKN-8) | State exam  Final qualifying work |
| Ability to analyze business processes, as well as participate in project management, including projects for the introduction of innovations, organizational changes and reorganization of business processes (PKN-9) | State exam  Final qualifying work |
| Possession of methods of quantitative and qualitative analysis of information, as well as the skills of building models, using modern information technologies and software tools for analysis, modeling and decision support, including tools for business intelligence, data processing and analysis (PKN-10 ) | State exam  Final qualifying work |
| Ability to analyze market and specific risks when solving problems of organization management (PKN-11) | State exam  Final qualifying work |
| **Profile professional competencies:** | |
| Ability to plan, organize and control team work, conduct business negotiations and respond to changes (PKP-1) | State exam |
| Ability to conduct market research, analyze market conditions and interpret the results obtained for management decision-making (PKP-2) | State exam  Final qualifying work |
| Ability to develop a pricing strategy, carry out price adjustments based on market research (PKP-3) | State exam  Final qualifying work |
| The ability to develop the organization's marketing policy, form distribution channels and a product distribution system (PKP-4) | State exam |
| Ability to develop and manage a product promotion system, manage the organization's brand (PKP-5) | State exam |

**Federal State Educational Budgetary Institution**

**higher education**

**"FINANCIAL UNIVERSITY UNDER THE GOVERNMENT**

**RUSSIAN FEDERATION"**

**( Financial University )**

**Department of Management and Innovation**

**Faculty of Higher School of Management**

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| **APPROVE**  Vice-Rector for Academic and  methodical work  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ E.A. Kamenev  "\_\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_\_ 2023 |  |

A.V. Trachuk , N.V. Linder, I.Yu. Litvin

**STATE EXAM PROGRAM**

for students studying in the direction of preparation

38.03.02 "Management"

Educational program «Bachelor of business Administration (BBA), Marketing Management»

*Recommended by the Academic Council of the Faculty "Graduate School of Management"*

*(Minutes No. 31 dated May 16, 2023)*

*Approved by the Council of the Department of Management and Innovation*

*(Minutes No. 15 dated April 17, 2023)*

Moscow 2023

**A.V. Trachuk , N.V. Linder, I.Yu. Litvin**

State exam program. Designed for students studying in the direction of training 38.03.02 "Management" educational program «Bachelor of business Administration ( BBA ), Marketing Management» - M.: Financial University, Department of Management and Innovation, 2023 - 60s.

The program contains a list of questions submitted for the state exam, corresponding to the theoretical material, as well as examples of complex professional-practical-oriented tasks, a list of recommended literature for preparing for the state exam, recommendations for students on preparing for the state exam, criteria for evaluating the results of passing the state exam.

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5. Guidelines for the preparation and defense of final qualification works by students for students studying in the direction of training 38.03.02 "Management" educational program "Bachelor of Business Administration (BBA), Marketing Management" 36

6. The list of recommended topics for graduation qualification (bachelor's) works for full-time students studying in the direction of 38.03.02 "Management" educational program " Bachelor of Business Administration (BBA), Marketing Management" 58

# **1. List of questions submitted for the state examination. List of recommended literature for preparing for the state exam**

**1.1. Questions based on the content of general professional and professional disciplines of the direction of training**

1. Functions of management - planning, organization, motivation and control.

2. Development of management science. Management schools.

3. Entrepreneurial opportunities, entrepreneurial idea. Stages of implementation of an entrepreneurial idea.

4. Types of organizational structures, their characteristics. Formal and informal organizational structures, departmentalization. Information support of management activities at the enterprise.

5. The concept of the external environment: the main characteristics and measurement parameters. Strategic analysis and diagnostics of the external environment (5 forces of Porter, PEST) Strategies for adapting the organization to the external environment.

6. A systematic approach to the study of organizations. Open and closed organizational systems. Organization as a socio-economic system.

7. The role of organizational culture in the development and adoption of managerial decisions. Communications in the organization and their types. Elements of the communication process. Evaluation of the effectiveness of communication policy instruments.

8. Complex of marketing functions. The role of marketing in increasing the competitiveness of the company. Types of marketing research. Using the information received to form the company's strategy.

9. Product life cycle (LCT) as the basis of the company's product policy.

10. Pricing and pricing policy of the company. The impact of pricing policy on the performance of the company's business activity. Formation of the cost of products (works, services), calculation procedure and purpose.

11. The purpose of the business plan, characteristics of the main sections of the business plan, performance indicators of the business plan.

12. Techniques for analyzing business processes.

13. Stages of creating a brand. The impact of the brand on the capitalization of the company.

14. Marketing activity of the company: methods of organization and distribution channels. Sales strategies and their impact on the formation of costs and profits, based on various methods of cost accounting.

15. Personnel management system of the organization: basic functions, modern concepts of personnel development. Forms and methods of planning and evaluation of personnel.

16. Motivation, stimulation and remuneration of personnel. Types and methods of stimulating workers with different types of labor motivation. Analysis of personnel maintenance and development costs.

17. Essence and features of strategic decisions, their role in the functioning and development of the company. Management accounting as an information base for making strategic decisions. Reporting in management accounting.

18. Strategic process: analysis of the external and internal environment; strategy formation and its implementation. SWOT analysis.

19. Hierarchy of organization strategies. Basic corporate strategies: growth, stabilization, survival, reduction.

20. Portfolio analysis. BCG Matrix, McKinsey . Limitations of the matrix method.

21. Key indicators for assessing the financial condition of the company. The impact of social responsibility on the company's financial results.

22. The composition and structure of the organization's assets. Valuation of fixed and current assets. The financial policy of the organization.

23. Inventory and accounts receivable management. Turnover ratios and their impact on the financial performance of the company.

24. Budgeting and financial planning in the company. Relationship with business planning in the company.

25. Business risk management. Risk assessment methods, ways to reduce.

**List of basic and additional literature, regulations, resources of the information and telecommunication network "Internet", necessary in preparation for the state exam**

**Main literature**

1. Management: textbook for undergraduate courses "Management" and "Economics" / O.V. Astafieva, L.V. Volkov, V.V. Zhidikov [and others]; Financial University ; ed. A.V. Trachuk , K.V. Sayapina . - Moscow: Knorus , 2021. - 494 p. - Text: immediate. - (Bachelor's degree). - Same. - 2023. - EBS BOOK.ru. - URL: https://book.ru/book/947541 (date of access: 03/29/2023). — Text: electronic.
2. Fundamentals of business: a textbook for undergraduate courses "Economics" and "Management" / A.V. Trachuk , N.V. Linder, E.V. Arsenova [i dr.]; Financial University ; ed. A.V. Trachuk , N.V. Linder - Moscow: Knorus , 2020. - 346 p. - (Bachelor's degree). - Text : direct. - Same. – 2021. – EBS BOOK.ru. - URL: https://book.ru/book/940209 (date of access: 03/27/2023 ). – Text : electronic.
3. Economics of the firm: textbook / E.V. Arsenova, L.V. Volkov, O.V. Danilova [ i dr.]; Financial University ; ed. prof. A.N. Ryakhovskaya . - Moscow: Master, 2014 , 2015. - 511 p. - (Bachelor's degree). - Text: immediate. - Same. - 2020. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1072236 (date of access: 02/20/2023). - Text: electronic.
4. Popova, E. P. Theory of organization: textbook. and practical work for universities / E. P. Popova, K. V. Reshetnikova. - Moscow: Yurayt , 2023. - 338 p. - (Higher education). - Educational platform Urayt . — URL: https://urait.ru/bcode/510862 (date of access: 03/02/2023). — Text: electronic.
5. Sinyaeva, I. M. Marketing: a textbook for universities / I. M. Sinyaeva, O. N. Zhiltsova . - 3rd ed., revised . and additional - Moscow: Yurayt Publishing House , 2023. - 495 p. - (Higher education). — Educational platform Urayt [website]. — URL: https://urait.ru/bcode/510611 (date of access: 03/29/2023). — Text: electronic.
6. Rodionova, V.N. Strategic management: study guide / V.N. Rodionov. - 3rd ed. , Rev. and rework . - Moscow: RIOR: INFRA-M, 2020. - 106 p. — (VO: Undergraduate). - EBS ZNANIUM.com.. - URL: https://new.znanium.com/catalog/product/1052210 (accessed: 03/29/2023). - Text : electronic.
7. Lisitsyna, E.V. Financial management: textbook / E.V. Lisitsyna, T.V. Vashchenko, M.V. Zabrodina; under scientific ed. Dr. Econ. Sciences K.V. Ekimova. - 2nd ed., Rev. and additional - Moscow: INFRA-M, 2023. - 185 p. — (Higher education: Bachelor's degree). — DOI 10.12737/1865670. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1865670 (date of access: 02/27/2023). – Text : electronic.
8. Valishin E.N. Theory and practice of human resource management: textbook / E.N. Valishin , I.A. Ivanova, V.N. Pulyaev . - Moscow: KnoRus , 2023. - 128 p. - ISBN 978-5-4365-9958-8. — EBS BOOK.ru. - URL: https://book.ru/book/945238 (date of access: 03/09/2023). — Text: electronic.
9. Financial accounting: textbook / ed. prof. V.G. Hetman . - Moscow: Infra- M, 2014 , 2016, 2017, 2019. - 622 p. - ( Higher education: Bachelor's degree). - Text: immediate. - Same. - 2022. - DOI 10.12737/24378. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1834745 (date of access: 03/28/2023). - Text: electronic.
10. Zub, A.T. Project management : textbook and workshop for universities / A. T. Zub. - Moscow: Yurayt , 2023. - 422 p. - (Higher education). — Educational platform Urayt [website]. — URL: https://urait.ru/bcode/511087 (date of access: 03/29/2023). — Text: electronic.

**Additionalliterature**

1. Balashov A.P. Theory of management: a textbook for students. universities , education for example prepare . 080200.62 "Management" (qualification (degree) "bachelor") / A.P. Balashov. - Moscow: Vuzovsky textbook, 2014. - 352 p. – Text : direct. - Same. - 2018. - EBS ZNANIUM.com. - URL: http://znanium.com/catalog/product/931131 (date of access: 03/29/2023). - Text : electronic.
2. Management. At 2 h. Part 1: textbook and workshop for universities / A.N. Alekseev, E.S. Burykin , O.I. Gorelov [i dr.]; under the general editorship. I.N. Shapkin. - 4th ed., revised . and additional - Moscow: Yurayt , 2020 - 385 p. - (Higher education). - Text : direct. - Same. - 2023. - Educational platform Yurait [website]. — URL: https://urait.ru/bcode/514577 (date of access: 03/29/2023). — Text: electronic.
3. Management. At 2 h. Part 2: textbook and workshop for universities / A.N. Alekseev, E.S. Burykin , O.I. Gorelov [i dr.]; under the general editorship. I.N. Shapkin. - 4th ed., revised . and additional - Moscow: Yurayt , 2020. - 314 p. - (Higher education ).- Text: direct. - Same. - 2022. - Educational platform Yurait [website]. — URL: https://urait.ru/bcode/514578 (date of access: 03/29/2023). — Text: electronic.
4. Practical management: textbook / E. M. Korotkov and [others]; under total ed. EM. Korotkov. - Moscow: INFRA-M, 2015. - 330 p. - (Higher education: Master). - Text: immediate. - Same. - 2021. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1247044 (date of access: 03/11/2023). - Text: electronic.
5. Management: XXI century: Sat. articles / ed. O.S. Vikhansky , A.I. Naumov. - Moscow: Master, 2016. - 352 p. - Text: immediate. - The same. - 2019. - EBS ZNANIUM.com. - URL: http://znanium.com/catalog/product/982621 (date of access: 03/29/2023). - Text: electronic.
6. Demina, I.D. Management accounting: textbook for the direction of undergraduate studies "Economics" and "Management" / I.D. Demina, Sorokina V.V.; Financial University . - Moscow: Knorus , 2021. - 176 p. - (Bachelor's degree). - Text : direct. - Same. – 2021. – EBS BOOK.ru. - URL: https://book.ru/book/940123 (date of access: 03/29/2023). – Text : electronic.
7. Vakhrushina M.A. Accounting management accounting + eAppendix: Tests : a textbook for students studying in the direction of "Economics and Management" / M.A. Vakhrushin; Financial University . - Moscow: Knorus , 2019. - 392 p. - (Bachelor's degree). – Text : direct. - Same. - 2023. - EBS BOOK.ru. – URL: https://book.ru/book/947674 (date of access: 03/24/2023). – Text : electronic.
8. Maslova, V. M. Personnel management : textbook and workshop for universities / V. M. Maslova. - 5th ed., revised . and additional - Moscow: Yurayt Publishing House , 2023. - 451 p. - (Higher education). — ISBN 978-5-534-15958-5. — Educational platform Urayt [website]. — URL: https://urait.ru/bcode/510341 (date of access: 03/09/2023). — Text: electronic.

**Full text databases**

1. Electronic Library of the Financial University (EL) http://elib.fa.ru/
2. Electronic library system BOOK.RU http://www.book.ru
3. Electronic library system "University Library ONLINE" http://biblioclub.ru/
4. Electronic library system Znanium http://www.znanium.com
5. Urayt educational platform <https://urait.ru/>
6. Alpina Online Business Library Digital http://lib.alpinadigital.ru/
7. Scientific electronic library eLibrary.ru http://elibrary.ru
8. Electronic library http://grebennikon.ru
9. National Electronic Library [http://neb.rf/](http://нэб.рф/)
10. Dissertations and abstracts on the website of the Higher Attestation Commission (HAC) <https://vak.minobrnauki.gov.ru/>

**Modern professional databases and information reference systems**

• reference legal system "ConsultantPlus" (http://www.consultant.ru);

• reference legal system "Garant" ( <http://www.garant.ru>).

**Internet resources**

|  |  |
| --- | --- |
| Address | Resource name |
| http://www.1fd.ru/ | Financial reference system "Financial Director" |
| http://www.spark-interfax.ru/ | Information resource containing information on registered legal entities and individual entrepreneurs ("SPARK") |
| http://link.springer.com/ | Springer Digital Book Collection : Springer eBooks |
| http://search.ebscohost.com | Database package of EBSCO Publishing , the largest aggregator of scientific resources of the world's leading publishers |
| http://eduvideo.online/ | Video library of educational films "Solution" (thematic collections "Management", "Marketing. Commerce. Logistics", "Jurisprudence" |
| http://jstor.org | JSTOR Arts & Sciences I Collection |

**1.2. Questions based on the content of disciplines** **Educational program «Bachelor of business Administration (BBA), Marketing Management»**

1. Logistics strategies, their role and place in the structure of operational strategies. The process of creating an operational strategy is the development, adoption and implementation of (strategic) management decisions.
2. Characteristics and factors of choice of production operating strategies. Interrelation of operational strategy with corporate, business strategies and functional strategies of the organization. Stages of development and implementation of the operational strategy.
3. Methods for formulating ideas for entrepreneurial projects. S. Blanca consumer development model.
4. Goals and objectives of research activities in the company. Fundamental and applied research in the activities of a manufacturing company.
5. Features of oral presentation in comparison with written presentation. Development of oral speech skills. Features of public speaking. Development of business communication skills. Formation and improvement of language skills (phonetic, philological, lexical and grammatical). The structure of the process of generating ideas in entrepreneurial projects.
6. Methods for verification and evaluation of promising business ideas.
7. Mind maps, brainstorming, moderation maps. Application of design - thinking. Organization of an effective process of discussion and adoption
8. Facilitation as a method of business problems and business decisions. Facilitation and quality of organization of the group process. Advantages and disadvantages of facilitation. Facilitation skills. Collaboration with the customer.
9. The main features of the "internationality" of the company. Basic classification criteria as applied to international companies. The main participants in international business and the basic organizational models of international companies.
10. The concept and basic concepts of efficiency. Performance indicators. The concepts of effectiveness and efficiency.
11. Business environment of project management at the enterprise. Organization of a favorable climate in the design team. Features of models of relationships with stakeholders in projects.
12. New product as a project. A method for developing a product with specified characteristics. A method of developing a product with given consumer properties.
13. Indicators as indicators of achievement of strategic goals. The concept of critical success factors (CSF).
14. Goals and objectives of research activities in the company. Fundamental and applied research in the activities of a manufacturing company.
15. Analysis of models of relationships with stakeholders in the company Development of the theory of stakeholders. Freeman's stakeholder relationship model. Clarkson's principles of relationships with stakeholders.
16. Orientation of the enterprise to customers as a factor in its effective operation. Development of the client base of the enterprise
17. Strategizing: developing and implementing a strategy. Types of strategies in the company. Stages of the strategic process.
18. Strategy formation: development of a strategic plan, strategy adaptation
19. Business project management plan. Network and scheduling, simulation modeling. Hierarchical structure of works
20. Goals and objectives of strategic analysis and diagnostics of the external environment. Methods for analyzing the macroenvironment and the dynamics of its change.
21. Analysis of the internal environment. Strategic capabilities, resources and competencies of the company. The uniqueness and value of resources and abilities.
22. Technology transfer - basic concepts, principles and limitations. Similarities and differences between transfer and absorption of external technologies in R&D.
23. Organization of intra-corporate R&D, management features. Interrelation of R&D with product innovations.
24. Intellectual property: definitions and classification. Commercialization in the context of the transfer (sale) of intellectual property
25. Specifics of professional activity and training of managers working in situations of cross-cultural interaction. Conditions and principles of effective cross-cultural communication in business.

**List of basic and additional literature, regulations, resources of the information and telecommunication network "Internet", necessary in preparation for the state exam**

**Main literature:**

1. Egorshin, A.P. Strategic management: textbook / A.P. Egorshin, I.V. Guskov. - 2nd ed., revised . and additional - Moscow: INFRA-M, 2023. - 290 p. - (Higher education). - DOI 10.12737/textbook\_5950e6701deed8.90422341. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/2020563 (date of access: 05/03/2023 ). – Text : electronic.
2. Kuznetsov, V.A. System analysis, optimization and decision making: textbook / V.A. Kuznetsov, A.A. Cherepakhin. - Moscow: Course, 2017. - 256 p. – Text : direct. - Same. - 2018. - EBS ZNANIUM.com. - URL: https://new.znanium.com/catalog/product/908528 (date of access: 05/03/2023). - Text : electronic.
3. Shevchenko, A.S. System analysis and decision-making: tests: study guide / A.S. Shevchenko. - Moscow: INFRA-M, 2022. - 135 p. — (Higher education). - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1893870 (date of access: 05/03/2023). – Text : electronic.
4. Markova V.D. Strategic management: concepts, concepts, decision-making tools: a reference guide / V.D. Markova, S.A. Kuznetsova - Moscow: Infra-M, 2012, 2014. - 320 p. - Text: immediate. - (INFRA-M Handbooks). - Same. - 2023. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1907577 (date of access: 05/03/2023). – Text : electronic.
5. Antonov, G.D. Strategic management of an organization: study guide / G.D. Antonov, O.P. Ivanova, V.M. Tumin . - Moscow: INFRA-M, 2020. - 239 p. — (Higher education: Bachelor's degree). - www.dx.doi.org/10.12737/2861. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1057763 (date of access: 05/03/2023). – Text : electronic.
6. Potasheva, G.A. Project management (project management ): study guide / G.A. Potasheva. - Moscow: INFRA-M, 2022. - 224 p. + Add. materials [Electronic resource]. — (Higher education: Bachelor's degree). — DOI 10.12737/17508. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1840953 (date of access: 03/14/2023). – Text : electronic.
7. Project management: basics of project management: textbook / M.L. Razu, T.M. Bronnikova, A.M. Lyalin [and others]; ed. prof. M.L. Once. - 4th ed., erased. - Moscow: KnoRus , 2022. - 755 p. — EBS BOOK.ru. — URL: https://book.ru/book/943151 (date of access: 04/25/2023). — Text: electronic.
8. Operational management: textbook / Financial University ; ed. A.V. Trachuk . - Moscow: Knorus , 2017. - 360 p. - (Bachelor and Master). - Text: immediate. - Same. - 2023. - EBS BOOK.ru. - URL: https://book.ru/book/944931 (date of access: 04/04/2023). — Text: electronic.
9. Sterligova A.N. Operational (production) management: textbook / A.N. Sterligova, A.V. Fel . - Moscow: Infra-M, 2014. - 187 p. - ( Higher education: Bachelor's degree). - Text: immediate. - Same. - 2022. - EBS ZNANIUM.com. - URL: https://znanium.com/catalog/product/1858248 (date of access: 20.04.2023). - Text: electronic.
10. Operational management. Practicum: textbook for undergraduate courses "Management" and "Economics" / A.V. Trachuk , N.V. Linder, E.V. Arsenova [i dr.]; Financial University ; ed. A.V. Trachuk - Moscow: Knorus , 2020 - 278 p. - Undergraduate. - Text: immediate. - Same. - EBS BOOK.ru. - URL: https://book.ru/book/936967 (date of access: 04/20/2023). — Text: electronic.

**Additional literature:**

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**Full text databases**

1. Electronic Library of the Financial University (EL) http://elib.fa.ru/
2. Electronic library system BOOK.RU http://www.book.ru
3. Electronic library system "University Library ONLINE" http://biblioclub.ru/
4. Electronic library system Znanium <http://www.znanium.com>
5. Urayt educational platform <https://urait.ru/>
6. Alpina Online Business Library Digital http://lib.alpinadigital.ru/
7. Scientific electronic library eLibrary.ru http://elibrary.ru
8. Electronic library http://grebennikon.ru
9. National Electronic Library [http://neb.rf/](http://нэб.рф/)
10. Dissertations and abstracts on the website of the Higher Attestation Commission (HAC) <https://vak.minobrnauki.gov.ru/>

**Modern professional databases and information reference systems**

• reference legal system "ConsultantPlus" (http://www.consultant.ru);

• reference legal system "Garant" ( <http://www.garant.ru>).

**Internet resources**

|  |  |
| --- | --- |
| Address | Resource name |
| http://www.1fd.ru/ | Financial reference system "Financial Director" |
| http://www.spark-interfax.ru/ | Information resource containing information on registered legal entities and individual entrepreneurs ("SPARK") |
| http://link.springer.com/ | Springer Digital Book Collection : Springer eBooks |
| http://search.ebscohost.com | Database package of EBSCO Publishing , the largest aggregator of scientific resources of the world's leading publishers |
| http://www.sciencedirect.com | Electronic products Elsevier Publishing . Collections : Business, management and Accounting; Economics , Econometrics and Finance |
| http://eduvideo.online/ | Video library of educational films "Solution" (thematic collections "Management", "Marketing. Commerce. Logistics", "Jurisprudence" |
| http://jstor.org | JSTOR Arts & Sciences I Collection |

# **2. Examples of practice-oriented tasks**

**Exercise 1**

Company "A" operates on the market, where there are two segments in terms of assortment - Chinese products (cheap) and Russian-European (more expensive). There are many resellers on the market, few exclusive dealers. The competition is mainly price. The business is teetering on the brink of profitability.   
The problem is the lack of sales growth and negligible profit due to the need to constantly reduce the price.

Task: propose a strategy for exiting price competition.

**Task 2.**

Super sports store owner The Store will have to decide how it should run its business over the next seven years.

Sales volumes have increased at a good pace in recent years, but if a similar competitor is built in the same area as planned, sales could drop sharply.

Super owner Store is considering three possibilities for power changes. The first is to move the outlet to a new location, the second is to expand the existing store, and the third is to do nothing and wait. The first two solutions can be implemented quite quickly, and therefore the store will most likely not lose profits. If no action is taken during the first year and there is a significant increase in sales during this period, then the expansion option will have to be considered again. If you wait longer than one year, then strong competitors may enter the market, as a result of which it will not be economically feasible to expand the business.

This task is based on the following assumptions and conditions.

A significant increase in sales due to a sharp increase in the number of computer users who will work in a new electronics company is possible with a probability of 45%.

A significant increase in sales volumes, subject to the opening of a retail outlet in a new location, will generate revenues of 200 thousand USD. in year.

$ 110,000. in year.

Significant growth, subject to the expansion of the store, will bring in revenues of 190 thousand USD. in year; and a slight increase under the same condition - 90 thousand dollars.

If the existing store remains unchanged, revenues will be $160,000 a year with a significant increase in sales, and $80,000 with a slight increase.

The expansion of the existing outlet will cost the owner 80 thousand dollars.

It will take $220,000 to move the store to a new location.

If sales grow significantly and the expansion of the existing outlet is completed within the second year, the expansion will cost the same $80,000.

The operating costs for any of the options chosen will be approximately the same.

**Issues for discussion:**

1. Help the Super owner Store make the best decision

2. Build a decision tree.

3. What alternative approaches are possible in this situation?

Explain your position.

**Task 3**

Determine the duration of the technological cycle for:

a) sequential;

b) parallel;

c) parallel-sequential movement of parts from operation to operation based on the following data.

A batch of four parts is processed in four operations with

duration of processing one part: t1 = 10 min.; t2 = 5 min.; t3 = 6 min.; t4 = 8 min. The size of the transport party is 1 unit.

**Task 4.** **Description of the situation**

On the production line, 9 operations are performed, the time of which is given in the table (min):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1op | 2op | 3op | 4 op | 5 op | 6 op | 7 op | 8 op | 9 op |
| 2.6 | 8.3 | 2.4 | 2.6 | 5.5 | 7.8 | 5.2 | 4.6 | 1.2 |
| Operating mode, hour | | | | | | 8 | | |
| Number of shifts | | | | | | 2 | | |
| Number of breaks per shift | | | | | | 2 | | |
| break time, min | | | | | | 5 | | |
| distance between adjacent products, m | | | | | | 0.4 | | |
| the time for which the insurance reserve is created | | | | | | Tcm /2 | | |
| Shift task, pcs. | | | | | | 610 | | |

Determine the production line schedule and analyze the results.

**Task 5. Description of the situation**

The organization engages an outsourcing company that provides personnel to work on the production line. The structure before and after this solution is shown in the table.

|  |  |  |
| --- | --- | --- |
|  | Before  outsourcing | After  outsourcing |
| Sales | 3,750,000 | 3,750,000 |
| Fixed costs  of outsourcing | 0 | 580,000 |
| Direct labor cost | 1,450,000 | 850,000 |
| materials | 800,000 | 800,000 |
| operating income |  |  |
| Operating leverage ratio |  |  |

Analyze the data in the table and determine whether this transaction will be effective for the organization?

**Task 6**

Conduct an analytical review of products for small businesses in commercial banks (bank branches) and microfinance organizations operating in a particular municipality (city, locality).

Initial data:

1) SME entity;

2) the period of actual activity - 18 months;

3) loan amount - 1,000,000 rubles;

4) unsecured loan;

5) type of economic activity - retail and wholesale trade. Determine the most appropriate offer. Prepare a progress report .

**Task 7. Description of the situation**

Company X GmbH (Germany) has been specializing in the production of fittings and accessories for bathrooms and plumbing systems (faucets, assemblies, fasteners, shower equipment) for more than 20 years. The company offers its products for both households and various organizations. The company's share in the domestic market is 32%, in the market of France - 8%, Belgium - 3%, and a large trading company in Miami annually buys about 4% of the company's products for sale in the USA (share - 5%). The total annual turnover of the company exceeds 40 million euros, and in these markets - 25 million euros. Product differentiation is carried out by the firm in terms of size, color, style, finish (metal and plastic), which makes it possible to take a stronger market position.

Recently, X GmbH commissioned a study of the Russian market. Encouraging results prompted the company to actively introduce into the Russian market, targeting a implementation period of one year.

Questions:

1 Recommend to the company how to enter the Russian market.

2 Identify the potential difficulties associated with each penetration opportunity.

3 Select and justify the method of entering the Russian market.

4 Offer recommendations on the system of goods movement and distribution.

**Task 8.** Citizen of the Russian Federation Sergey Morozov plans to organize entrepreneurial activities in the status of an individual entrepreneur. Sergey, due to lack of experience in this case, does not know how to issue state registration of entrepreneurial activity. Help him draw up an action plan, indicating what documents need to be submitted and within what time frame to the local authorities for registering an individual entrepreneur.

**Task 9.** Observations on buyers of men's perfume conducted by employees of the perfume sections of shops and boutiques have established that women buy it most often. Men very rarely choose their own perfume. How can this fact be explained and how can it be used in the implementation of marketing by perfume manufacturers and sellers?

**Task 10.** Probably, you have been going to buy something important for you for a long time (for example, a car, a computer, a mobile phone). Naturally, you want to buy a product that can better meet your specific needs. Build and describe a model of your own consumer behavior when purchasing the product you need, starting with the formation of a need and ending with direct consumption.

**Task 11.** The company produces and sells rolled metal products for various consumer sectors of these products: A - food industry; B - the industry of synthetic materials; B - steel production; G - production of sports equipment. From the standpoint of assessing the attractiveness of each of the mentioned industries, they were characterized as follows: B - the most attractive; D - very attractive (above average); A - attractive slightly less than average; B is very unattractive. An assessment of the comparative competitiveness of the products of this company in relation to competing products in specific industry markets gave the following results: B - the position of the company in the industry is the best; A - the position of the firm is better than the average; B - the firm's position is slightly worse than the average; D - the position of the firm is the worst. Shares of sales volume for each industry segment of the market are in the total turnover of the company: A - 35%; D -30%; B - 15%; IN 20 %. Build a positioning map of the company's products in terms of the attractiveness of industry markets and the level of competitiveness of the company on them, draw conclusions and suggestions regarding the behavior of the company in each of the industry segments of the market (strengthening the position, forcing the market, leaving the market, etc.).

# **3. Recommendations for students to prepare for the state exam**

Preparation for passing the state exam must begin with familiarization with the list of theoretical questions submitted for the state exam. When preparing materials for answers, be guided by the recommended mandatory, additional literature and Internet resources, official websites of companies, as well as lecture notes that you have compiled. During the preparation for the exam, it is recommended, in addition to lecture material, textbooks, recommended literature, to also view tasks completed in the learning process for individual and independent work, tasks, cases, settlement-analytical and term papers. In the process of preparing answers to questions, it is necessary to take into account the changes that have taken place in the legislation, to link theoretical problems with today's practice. It is obligatory to attend consultations and review lectures that are held before the state examination.

# **4. Criteria for evaluating the results of passing state exams**

Criteria for assessing the knowledge of graduates in the course of answering theoretical questions:

"Excellent" (5 points) for the answer to the theoretical question of the examination ticket is given if the student deeply and fully disclosed the theoretical and practical aspects of the question, showed a creative approach to its presentation, and demonstrated the controversy of this issue, as well as deeply and fully disclosed additional questions.

"Good" (4 points) is given for the answer to a theoretical question with insufficient coverage of the key points of the question, and also if the student showed minor difficulties in answering additional questions on this issue.

“Satisfactory” (3 points) for the answer to the theoretical question of the examination ticket is given if the student does not disclose the main points of the question, the logic of the presentation is broken, the answers are not always specific.

The mark "unsatisfactory" (2 points) is given if the material is presented inconsistently, not argued, unsystematic, the answers to the questions revealed a discrepancy between the level of knowledge of the graduate with the requirements of the HE FU standard in terms of formed competencies, as well as additional competencies established by the university.

**Criteria for assessing the skills of graduates in the course of solving complex practice-oriented tasks:**

"Excellent" (5 points) is given if the graduate has fully coped with the implementation of a complex professionally oriented task, substantiated the results obtained;

“Good” (4 points) is given if a complex professionally oriented task is completed, but inaccuracies in substantiating the results are allowed;

“Satisfactory” (3 points) is given if the complex professionally oriented task is basically completed, the correct course of the decision is outlined, but errors were made in the process of calculations, calculations and incorrectly formulated conclusions;

The mark "unsatisfactory" (2 points) is given if there is no answer to a complex professionally oriented task, or there is no solution, which means that the level of the graduate's preparation does not meet the requirements for the results of mastering the educational program, including additional professional competencies formed by the university.

Before the procedure for discussing the answers of the examinees, each member of the state examination committee puts his personal mark for each student, using the amount of points obtained after filling out the student's assessment sheet.

Further, the state examination commission considers each graduate separately: the final grade is the arithmetic average of the sum of grades given by each member of the commission.

**Federal State Educational Budgetary Institution**

**higher education**

**"FINANCIAL UNIVERSITY UNDER THE GOVERNMENT**

**RUSSIAN FEDERATION"**

**(Financial University)**

**Department of Management and Innovation**

**Faculty of Higher School of Management**

**Guidelines for the preparation and defense of final qualification works by students**

for students studying in the direction of preparation

38.03.02 "Management"

Educational program «Bachelor of business Administration (BBA), Marketing Management »

*Approved by the Council of the Department of Management and Innovation*

*(Minutes No. 15 dated April 17, 2023)*

Moscow 2023

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# **1. General provisions**

1.1. The methodological recommendations were developed in accordance with the Regulations on the final qualification work for undergraduate and graduate programs at the Financial University, approved by the Order of the Financial University No. Up of the project, approved by the Order of the Financial University No. 2085 / o dated 05.10.2021, Regulations for the placement, storage and write-off of course projects (works) and graduation qualification works of students in electronic form in the information and educational environment of the Financial University, approved by Order of the Financial University No. 1853 / o dated 13.09 .2021.

1.2. The graduate qualification work on the master's program (hereinafter referred to as FQW) is an independent work of a research nature dedicated to solving an actual problem of theoretical and (or) applied value, having internal unity, containing a set of scientific generalizations, practical recommendations and provisions put forward by the author for public protection, and demonstrating the level of readiness of the graduate for independent professional activity.

1.3. FQW can be performed individually or by several students together (collective FQW). Features, procedure for the implementation and protection of the collective FQW is determined by clause 4.3. and Section 6 of the Regulations on Graduate Qualification Work for Bachelor's and Master's Programs at the Financial University.

1.4 FQW can be prepared and presented for defense in the form of a Start implementation Up project (hereinafter referred to as FQW-startup). A FQW-startup is a formalized report on the main goals, objectives, provisions and results of an ongoing innovative entrepreneurial project developed by a student or several students (startup team), and demonstrating the skills and abilities sufficient for independent professional activity and necessary for assigning the appropriate qualification in accordance with with federal state educational standards or educational standards of the Financial University.

1.5 Features, procedure for the implementation and protection of the FQW start-up are determined by the Regulations for the preparation and defense of the final qualifying work, performed in the form of Start up project.

1.6. A graduate who has mastered the master's program should have the following competencies:

|  |
| --- |
| Code and name of competence |
| **General scientific competencies:** |
| The ability to perceive the intercultural diversity of society, in the socio-historical, ethical and philosophical contexts, to analyze and ideologically assess the ongoing processes and patterns  (UK-1) |
| **Instrumental competencies:** |
| The ability to apply the norms of the state language of the Russian Federation in oral and written speech in the process of personal and professional communications (UK-2) |
| The ability to apply knowledge of a foreign language at a level sufficient for interpersonal communication, educational and professional activities (UK-3) |
| Ability to use application software in solving professional problems (UK-4) |
| Ability to use the basics of legal knowledge in various fields of activity (UK-5) |
| The ability to apply the methods of physical culture to ensure a full-fledged social and professional activity (UK-6) |
| The ability to create and maintain safe living conditions to preserve the natural environment, ensure the sustainable development of society, master the basic methods of protection against the possible consequences of accidents, disasters, natural disasters and military conflicts (UK-7) |
| **Social and personal competencies:** |
| Ability and readiness for self-organization, continuing education, for self-education based on the principles of lifelong education (UK-8) |
| Ability for individual and team work, social interaction, compliance with ethical standards in interpersonal professional communication (UK-9) |
| **System competencies:** |
| The ability to search, critically analyze, summarize and systematize information, use a systematic approach to solve problems  (UK-10) |
| The ability to set goals and objectives of research, the choice of optimal ways and methods to achieve them (UK-11) |
| **Inclusive competence:** |
| Ability to use basic defectological knowledge in social and professional areas (UK-12) |
| **Competence economic culture, including financial literacy** |
| The ability to make informed economic decisions in various areas of life (UK-13) |
| **Citizenship competence:** |
| The ability to form an intolerant attitude towards manifestations of extremism, terrorism, corrupt behavior, attempts to falsify history and to counteract them in professional activities (UK-14) |
| **Digital Competence** |
| The ability to use information resources and information and communication technologies relevant to the tasks to be solved to achieve goals related to professional activities, training, participation in society and other areas of life (CC-15) |
| **Professional competencies of the direction:** |
| **Theoretical and methodological competencies:** |
| Possession of basic scientific concepts and categories of economics and management science and the ability to apply them in solving professional problems (PKN-1) |
| The ability to apply mathematical methods to solve standard professional problems, to interpret the obtained mathematical results (PKN-2) |
| **Applied competencies:** |
| The ability to apply forecasting tools, methods of planning and development of management decisions, as well as to use methods to ensure coordination and control of the organization's activities (PKN-3) |
| Possession of the basic theories of human resource management and the formation of organizational culture, as well as the principles of building compensation systems for solving managerial problems (PKN-4) |
| Possession of the basics of financial accounting and reporting, as well as the principles of management accounting in order to use accounting data for making management decisions (PKN-5) |
| Ability to apply basic financial management methods for asset valuation, working capital management, investment decisions, financing decisions (PKN-6) |
| Ability to identify and implement market opportunities, as well as master the skills of business planning (PKN-7) |
| **Analytical** **competencies:** |
| Possession of methods of strategic and marketing analysis of organizations (markets, products), development and implementation of an organization's strategy, taking into account the requests and interests of various stakeholders (PKN-8) |
| Ability to analyze business processes, as well as participate in project management, including projects for the introduction of innovations, organizational changes and reorganization of business processes (PKN-9) |
| Possession of methods of quantitative and qualitative analysis of information, as well as the skills of building models, using modern information technologies and software tools for analysis, modeling and decision support, including tools for business intelligence, data processing and analysis (PKN-10) |
| Ability to analyze market and specific risks when solving problems of organization management (PKN-11) |
| **Profile professional competencies:** |
| Ability to plan, organize and control team work, conduct business negotiations and respond to changes (PKP-1) |
| Ability to conduct market research, analyze market conditions and interpret the results obtained for management decision-making (PKP-2) |
| Ability to develop a pricing strategy, carry out price adjustments based on market research (PKP-3) |
| The ability to develop the organization's marketing policy, form distribution channels and a product distribution system (PKP-4) |
| Ability to develop and manage a product promotion system, manage the organization's brand (PKP-5) |

# **2. Determination of the theme of the FQW**

2.1. The list of FQW topics is annually formed by the department together with representatives of employer organizations, discussed at a meeting of the academic council of the faculty and approved at a meeting of the department council.

2.2. The student is obliged to choose the topic of the FQW before October 15 of the academic year that completes the studies. The application form for fixing the theme of the FQW is given in the Appendix in accordance with the Regulations on the FQW.

The Department assigns topics to the leaders of the FQW in accordance with their scientific interests and time standards for calculating the volume of academic work of the teaching staff.

Assignment of topics and leaders of the FQW to students (if necessary, consultants) is carried out by order of the Financial University in the prescribed manner no later than October 30 of the current academic year.

2.3. Changing the topic of the FQW in exceptional cases is possible no later than 2 months, and clarification of the topic - no later than 1 month before the expected date of the defense of the FQW, on the basis of a personal statement of the student agreed with the head of the FQW, drawn up in the name of the head of the department, with justification reasons for the adjustment. Changing or clarifying the topic is formalized by order of the Financial University.

# **3. Direction and control of FQW preparation**

3.1. The responsibilities of the Head of the FQW include:

- assistance to the student in the preparation of the FQW plan, the formation and approval of the plan-task for the FQW in the form according to the application in accordance with the Regulations on the FQW;

- advising the student on the selection of literature, information and factual material;

- assistance in choosing a research methodology;

-carrying out systematic consultations with students on the issues of work, providing qualified recommendations on the content of the FQW;

-implementation of constant control over the course of FQW preparation in accordance with the FQW schedule and plan;

- monitoring the quality of FQW preparation and making a decision on placing the completed FQW by the student in electronic form on the org.fa.ru platform, which is part of the electronic information and educational environment of the Financial University (hereinafter referred to as the platform);

-timely informing the head of the department (head of the department), as well as the leadership of the faculty (institute, branch) in a memo in case of violation by the student of the schedule for preparing the FQW or the timing of posting the FQW on the platform for the application of disciplinary measures;

- checking the posted work, including analyzing the report of the «Антиплагиат.ВУЗ» system for borrowings, making a decision on its readiness, as well as preparing and timely posting on the platform a written review of the student’s work during the FQW preparation period in the forms established by the department according to the appendix in the Regulations on the FQW.

- advising the student in preparing a presentation and report for the defense of the FQW;

presence at the defense of the FQW, provided that he is not employed in the auditorium work with students Financial university.

3.2. The consultant must:

• to provide consulting assistance to the student in the choice of research methodology, in the selection of literature and factual material in terms of the content of the consulted issue;

• give qualified recommendations regarding the content of the consulted issue;

• control the progress of FQW implementation in terms of the content of the consulted issue.

3.3. student V framework training FQW obliged:

-choose and agree with the potential leader the topic of FQW; develop a plan and agree with the appointed head of the FQW task plan, and also post it for approval by the head on the platform no later than 15 calendar days from the date of issuance of the order to fix the FQW topic ;

- regularly communicate with the head of the FQW (and a consultant, if any) and inform him about the work done ;

- to submit the FQW within the established time limits;

- issue FQW in accordance with the established requirements;

- upload (place) FQW to the platform to check the work of the manager; inform the manager about the placement of FQW on the platform;

- pass the FQW pre-defense procedure (when establishing the pre-defense procedure by the head of the department (head of the department);

-place the final version of FQW on the platform;

-prepare a report and (or) presentation for the defense of the FQW, coordinate them with the supervisor.

3.4. The requirements for recalling the head of the FQW and the recall form are presented in the Appendix in accordance with the Regulations on the FQW.

# **4. Structure and content of the FQW**

4.1. The FQW must meet the following requirements:

• the presence in the work of all the structural elements of the study: theoretical, analytical and practical components;

• use in the analytical part of the study of a reasonable set of methods and techniques that contribute to the disclosure of the essence of the problem;

• the presence in the work of material that can become a source of further research;

• sufficiency and up-to-dateness of the used bibliographic material

4.2. FQW should include the following structural elements:

• title page (according to the Regulations on FQW);

• table of contents;

• introduction;

• the main part, structured into chapters and paragraphs;

• conclusion;

• list of sources used;

• applications (if available).

4.3. Requirements for the content of each structural element.

The introduction should give a fairly complete picture of the issues under consideration and the problems of the research topic. The introduction justifies the choice of the research topic: it should be clearly formulated what is its relevance. Then, the purpose and objectives of the work, the object and subject of research are formulated. The names of domestic and foreign authors given in the introduction should be supported by the presence of the works of these scientists in the list of references. Further, it is indicated what served as the information base in the development of the final qualification work, the data of the accounting and other reporting of the enterprise under study for a specific reporting period, statistical and other data on the sources of the factual material that was used in the work.

The purpose of the final qualification work should be directed to the expected results of the FQW. The formulation of the research goal, as a rule, begins with the words: “develop ...”, “create ...”, etc. The tasks of the FQW specify its purpose. Their formulation begins with the words: “study”, “clarify”, “analyze”, “find out”, “generalize”, “define”, etc. It is recommended to formulate tasks in accordance with the titles of chapters and (or) paragraphs of the FQW, disclosing their content.

The object of research is a specific organization under study, the subject of research is the researched area of activity of this organization (process, relationships, organization, efficiency, etc.).

The following is a brief description of the composition of the work. It is noted that the final qualifying work consists of an introduction, three chapters, a conclusion, a list of references and a number of applications.

As an approbation of the results of the study, the following are indicated:

- participation of a student in scientific projects, grants, competitions, speeches at conferences, etc.;

- available scientific publications on the research topic;

- certificates of implementation (if any). An approximate form of the act on the implementation of the results of the FQW is given in Appendix 5.

The recommended length of the introduction of the FQW is 2-3 pages.

The main part of the work should contain at least three chapters. Each chapter is devoted to solving the problems formulated in the introduction.

The title of the chapter should not duplicate the title of the topic, and the title of the paragraphs should not duplicate the titles of the chapters. The wording should be concise and reflect the essence of the chapter (paragraph).

The first chapter of the work deals with the theoretical aspects of the research topic, in particular, the economic nature, essence, forms of manifestation, classification, historical aspect, debatable issues, review of the current state of aspects of the topic under consideration. When writing a chapter, it is not enough to confine oneself to describing the points of view of various authors on the problem under consideration. It is desirable to formulate the author's position on the basis of their consideration. Since the final qualification work is an independent study, plagiarism is not allowed. When using copyright provisions, quotations, digital material, it is necessary to make references to the source of information indicating the name, number, specific page of the printed work, year or other period of the reporting form used.

For clarity, it is recommended to enrich the material of the first chapter with diagrams, tables, graphs and other illustrative material.

To write the first chapter, the student must deeply study all the provisions that reveal the theory of the issue: the essence, classification, role, content, tasks, principles, methods and techniques of research, ways of processing information.

The volume of this chapter should be 30 - 35% of the total volume of the FQW.

The first chapter ends with a rationale for the need for the analytical part of the work.

The chapter should have a title that reflects the essence of the material presented in it. It is not allowed to use the headings “Theoretical part”, “Review of literary sources”, etc. as the title of this chapter.

Unlike the first - theoretical chapter, the second chapter can be defined as analytical practice-oriented. In the second chapter of the work, based on the study of reporting data of the analyzed organization, industry, region, using various methodological techniques and approaches, an analysis of the object and subject of research is carried out, as well as an assessment of the results obtained. The analysis should be carried out for a period of at least 3 years. Such a retrospective analysis allows: to study the dynamics of the processes under study; identify trends and patterns of development; give them an objective assessment; identify the causes of the current situation; identify ways to address deficiencies. The practical part of the work should contain calculations independently carried out by the student, compiled illustrative material: drawings (graphs, diagrams, diagrams), tables. All illustrative material should be analyzed and used to confirm the conclusions on the problem under study. The chapter analyzes the problem studied in the work in the directions chosen by the author and in full accordance with the plan approved by the supervisor. Each paragraph should end with conclusions based on the results of the analysis. At the same time, the conclusions must necessarily reflect violations, shortcomings, “bottlenecks” revealed during the analysis.

The volume of the second chapter should, as a rule, be 30-45% of the total volume of the FQW.

The third chapter discusses and substantiates the directions for solving the identified problems, suggests ways to solve the problem under study (under development); specific practical recommendations, models, plans, projects, scenarios, development of strategies; independent conclusions and calculations proving the effectiveness of the proposed measures.

The volume of the third chapter should, as a rule, be 15-25% of the total volume of the FQW.

In the conclusion, the results of the study are summarized, the conclusions and proposals of the author are formulated and briefly substantiated for the entire final (bachelor's) work of the qualifying work.

The conclusion is the result of the entire final qualifying work, where the student is called upon to show his qualification level, both in theory and in practically significant issues of financial management. The conclusion must necessarily give answers to the following fundamental questions on the subject put forward for defense. work:

- what theoretical and practically significant conclusions did the student come to as a result of researching the topic;

- what trends, proportions, ratios, processes, violations and shortcomings were revealed as a result of the analysis of the factual material;

- what proposals and recommendations with a brief economic justification have been developed in the course of consideration of the issues of the topic on the example of the object of study.

The conclusion should give a complete picture of the results of the study, author's proposals and recommendations.

The approximate volume of the conclusion is up to 5 pages.

The conclusion is the basis of the student's report on the defense of the FQW.

The list of sources used should contain information about the sources that were used in the preparation of the FQW (at least 60) and should be arranged in the following order:

• Laws of the Russian Federation (in direct chronological order);

• Decrees of the President of the Russian Federation (in the same sequence); resolutions of the Government of the Russian Federation (in the same order);

• normative acts, instructions (in the same order);

• other official materials (resolutions-recommendations of international organizations and conferences, official reports, official reports, case law materials, etc.);

• monographs, textbooks, teaching aids (in alphabetical order);

• abstracts of dissertations (in alphabetical order);

• scientific articles (in alphabetical order);

• literature in a foreign language (in alphabetical order);

• Internet sources.

The appendices include additional reference materials necessary for the completeness of the study, but of auxiliary importance, for example: copies of documents, excerpts from reporting materials, statistical data, diagrams, tables, charts, programs, regulations, etc.

4.4. The recommended volume of FQW for undergraduate students is at least 60 and not more than 80 pages, excluding applications, for students of master's programs - from 80 to 100 pages, excluding applications.

When performing a collective FQW, the volume of work can be increased to 80 - 120 pages, excluding applications for undergraduate programs, for master's programs - up to 100 - 150 pages, excluding applications.

# **5. The procedure for preparing the FQW**

5.1. The student performs the FQW according to the established schedule. The Department constantly monitors the progress of FQW preparation. At the meetings of the department, scientific supervisors regularly inform about the preparation by students of the FQW and compliance with the established schedule.

5.2. The student is obliged to place the completed and executed in accordance with the requirements, as well as agreed with the head of the FQW in electronic form on the platform no later than ten calendar days before the start of the State Examination according to the calendar schedule, annually approved by the order on the organization of the educational process. The placement of the FQW is carried out by the students independently through the personal account of the student.

5.3. The head of the FQW without fail checks the FQW in the Anti-Plagiarism. university". In case of detection of borrowings in the amount of more than 15%, the head of the FQW analyzes the text for compliance with the norms of lawful borrowing [[1]](#footnote-1)and decides on the legality of using the borrowed text in the FQW.

An expert assessment of the level of the author's text in the FQW is reflected in the review of the head of the FQW.

In the event that the fact of illegal borrowing is revealed during the preparation of the FQW, the work is returned by the head of the FQW to the student for revision.

5.4. Receiving a negative review from the head is not an obstacle to submitting the FQW for defense.

5.5. The student is obliged to place a fully completed, executed in accordance with the requirements, and also agreed with the head of the FQW in electronic form on the platform, no later than 10 calendar days before the start of the State Examination according to the calendar schedule, annually approved by the order on the organization of the educational process.

If the student did not place the ЭВКР on the platform in time, according to the Regulations on the FQW, the head of the department (head of the department) with a memo informs the dean of the faculty (director institute, in branches - leader relevant structural divisions) O violation of the deadlines for submitting FQW and the need to prepare an order for deductions student From Financial university How Not fulfilled responsibilities By conscientious development educational programs And implementation educational plan, including training FQW.

5.6. The FQW of the corresponding electronic version posted on the portal is signed by the student, the head of the FQW, the consultant (if any) and is submitted by the student along with the student's written permission to post the FQW on the portal, the review of the head of the FQW and a report on checking for borrowings using the Antiplagiarism system to the department not later than 5 calendar days before the date of the defense of the FQW.

5.7. Students who do not have academic debts and who have fully completed the curriculum or individual curriculum for the relevant educational program of higher education - the bachelor's program, successfully passed the state exam or were absent from the state exam for a good reason are allowed to defend the FQW.

# **6. Requirements for registration of FQW**

6.1. FQW is drawn up in accordance with ГОСТ R 7.0.5-2008 (Bibliographic reference); ГОСТ 7.32-2001 as amended. Changes No. 1 dated 01.12.2005, IUS No. 12, 2005) (Research report); ГОСТ 7.1-2003 (Bibliographic record. Bibliographic description. General requirements and compilation rules).

6.2. Only stitched works are accepted for protection. The FQW is drawn up using a computer and must be printed on standard sheets of A4 white paper, on one side (without turnover), with one and a half line spacing. The font is chosen by Times New Roman, black, size 14.

6.3. The text of the FQW should be printed observing the following margins: right - at least 10 mm, top and bottom - at least 20 mm, left - at least 30 mm.

6.4. The words “INTRODUCTION”, “CHAPTER TITLE…”, “CONCLUSION”, “LIST OF USED SOURCES”, “APPENDIX”, as well as chapter titles, should be placed in the middle of the text field, without quotation marks, without underlining and without putting a dot at the end of the title.

6.5. The chapters of the work should be numbered in Arabic numerals and written with a paragraph indent. Each chapter of the work should begin on a new page. The chapters are about the same size. The introduction and conclusion as chapters are not numbered.

6.6. Paragraphs should be numbered with Arabic numerals within each chapter. The paragraph number must consist of the chapter number and the paragraph number, separated by a dot. Paragraphs are not divided into component parts. Paragraph size: 7-12 pages

**Example 1**

**Chapter 1. Content of state revenues**

**1.1. The concept of state revenues, their types**

6.7. Illustrations (graphs, charts, diagrams) are located immediately after the text in which they are mentioned for the first time, or on the next page, as close as possible to the corresponding parts of the text, and aligned to the center of the page. Illustrations, with the exception of the illustrations given in the appendices, should be numbered in Arabic numerals through numbering: Figure 1. The name of the figure is given with a capital letter without quotation marks, the "No" sign and a dot at the end. All illustrations must be referenced in the text. When referring, you must write the word "figure" and its number, for example, "... in accordance with figure 2". Abbreviations are not allowed. An example of illustration design is shown in Figure 1.

Example:

\*\*\*

Figure 1 - Distribution of the constituent entities of the Russian Federation depending on the population and expenditures of the consolidated budgets of the constituent entities of the Russian Federation on transport in 2022

Source: compiled according to [2,3].

A reference to a figure in the text is made in brackets, for example: (Fig. 1).

6.8. Table formatting.

Tables are located directly after the text that has a link to them (aligned to the center of the page). Tables are numbered in Arabic numerals through numbering throughout the work.

The word table, number and title are written above the table itself. After the number put a dot, do not put a dot at the end of the name.

It is allowed to use a smaller font size in the table than in the text. A reference to a figure in the text is made in brackets, for example: (Table 1). When moving a table, the column headings must be duplicated (function in Word Repeat headings on each page).

Table layout example:

If the table name occupies two lines or more, then it should be written with one line spacing.

Table 1 - Hypotheses of advancing the general economic cycle

|  |  |
| --- | --- |
| Indicators | Hypotheses of advancing the general economic cycle |
| Reference series | |
| Industrial production:  Industrial production index (seasonally adjusted) | Reference series, presumably synchronous with the general economic cycle |
| …… | |

Source : Smirnov SV A System of Leading Indicators for Russia Construction and Two- Years Experience of Usage // 26th CIRET Conference, Taipei, October 2012.

or

Source: compiled from [4].

In the table it is allowed to use a font size of at least 10 pt. A table with a large number of rows can be moved to another page. When transferring part of the table to another page, the word "Table", its number and name are indicated once on the left above the first part of the table, and above the other parts, the words "Continuation of the table" are also written on the left and indicate the number of the table, as shown in the example of table 2.

Table 2 - Examples of differences in the reflection of individual transactions in the GFSM and KOSGU

|  |  |
| --- | --- |
| Indicators | Hypotheses of advancing the general economic cycle |
| 1 | 2 |
| Reference series | |
| Industrial production:  Industrial production index (seasonally adjusted) | Reference series, presumably synchronous with the general economic cycle |
| …… | |

Continuation of table 2

|  |  |
| --- | --- |
| 1 | 2 |
| Reference series | |
| Industrial production:  Industrial production index (seasonally adjusted) | Reference series, presumably synchronous with the general economic cycle |

Source: compiled from [5].

6.9. Equations and formulas should be separated from the text on a separate line. There must be at least one free line above and below each formula or equation. If the equation does not fit on one line, then it must be wrapped after an equal sign (=) or after a plus sign (+), minus sign (-), multiplication ( x ), division (:), or other mathematical signs, with the sign at the beginning repeat the next line. When transferring a formula on a sign symbolizing the operation of multiplication, the sign "x" is used.

An explanation of the meanings of symbols and numerical coefficients should be given directly below the formula in the same sequence in which they are given in the formula.

The first line of explanation starts with the word "where" without a colon, as shown in formula (1).

Изображение выглядит как текст

Автоматически созданное описание

Formulas in the FQW should be numbered consecutively throughout the work in Arabic numerals in parentheses in the extreme right position on the line.

6.10. References to the sources used are made in accordance with ГОСТ Р 7.0.5-2008 (Bibliographic reference) and are differentiated into in-text (in parentheses in the text), subscript (page-by-page with solid numbering), out-of-text (in square brackets with reference to the serial number of the source from the bibliography). The main format of reference design is subscript (page) with continuous numbering throughout the text. All referenced sources should be included in the list of sources used.

6.11. Making a list of sources used

The basis for the design of the list of references is the bibliographic description of the sources.

Examples of the list of used sources:

1. Federal Law of June 28, 2014 No. 172-FZ “On Strategic Planning” [Electronic resource]. – URL: http://www.consultant.ru/document/cons\_doc\_LAW\_164841/? ysclid =l88knv603r211722019 (date of access: 04/25/2022).

2. Decree of the President of the Russian Federation of July 21, 2020 No. 474 “On the national development goals of the Russian Federation for the period up to 2030” [Electronic resource]. – URL: 22 http://www.consultant.ru/document/cons\_doc\_LAW\_357927/? ysclid =l88cew80ha490371344 (date of access: 04/21/2022).

3. Decree of the Government of the Russian Federation of May 26, 2021 No. 786 “On the system for managing state programs of the Russian Federation” [Electronic resource]. – URL: http://www.consultant.ru/document/cons\_doc\_LAW\_385064/? ysclid =l89czgy67s699869633 (date of access: 04/12/2022).

4. Order of the Ministry of Economic Development of Russia dated August 17, 2021 No. 500 “On approval of the Guidelines for the development and implementation of state programs of the Russian Federation” [Electronic resource]. – URL: http://www.consultant.ru/document/cons\_doc\_LAW\_394807/2ff7a8c72de3994f304 6a0ccbb1ddafdaddf518/? ysclid =l88cxuv9te260892295 (accessed 21.04.2022).

5. Tatarkin, A.I. Modeling of sustainable development as a condition for increasing the economic security of the territory / A.I. Tatarkin, D.S. Lvov, A.A. Kuklin [and others ]; under the general editorship of Kh.N. Gizatullina . - Yekaterinburg: Ural University Press, 1999. - 276 p.

6. Plisetsky, E.L. Spatial differentiation and priorities of socio-economic development of Russian regions: monograph / E.L. Plisetsky. - Moscow: Rusain , 2016. - 233 p.

7. Boldyrev, B.M. Improving the quality of underwriting in meeting the insurance interests of those traveling abroad / B.M. Boldyrev // View of young scientists on the problems of sustainable development: a collection of scientific articles based on the results of the III International Congress of Young Scientists on Sustainable Development; edited by N.V. Kirillova [and others]: in 10 volumes. Volume 10. - Moscow: RUSIGNS, 2017. - S. 62-68.

8. Business valuation : textbook / A.A. Gusev, A.Yu. Kotlyarova, A.A. Bakulin [and others]; edited by M.A. Eskindarova , M.A. Fedotova. – 2nd edition. - Moscow: KnoRus , 2018. - 320 p.

Attention! Sources should not be older than five years at the time of defense. Laws and regulations should be reflected in the latest version.

6.12. Applications should start on a new page, be located and numbered in the order in which they are referenced in the text. Applications must have a heading indicating the word "Application", its serial number and title.

6.13. Pages should be numbered with Arabic numerals, following continuous numbering throughout the text. The page number is put down, starting from the second, in the middle of the bottom margin of the sheet. The title page is included in the overall page numbering of the report, but the page number is not included on the title page.

According to the Regulations on the FQW - Uploading the ECR to students on the platform from a personal account means confirmation of the independence of the work performed, similar to a handwritten signature on the title, and also confirms consent to the processing of personal data, placement and storage of FQW.

# **7. The procedure for preparing the FQW for defense**

7.1. Requirements for the content of the report:

- substantiation of the chosen topic: description of the purpose and objectives of the work;

- range of problems under consideration and methods for their solution; the results of the analysis of practical material and their interpretation; specific recommendations for improving the theme being developed. In the final part of the report, the significance of the results obtained is characterized and general conclusions are given.

The student is given no more than 10 minutes for the presentation.

7.2. Requirements for the presentation of the FQW.

The report should be accompanied by a presentation illustrating the main provisions of the work using multimedia tools, made in the PowerPoint program. Number of slides - 10-15.

7.3. The FQW protection procedure includes:

• opening of the SEC meeting (chairman);

• student reports. No more than 10 minutes are provided for the student's report;

• Questions of members of the commission on FQW and student's report. When answering questions, the student has the right to use his work;

• speech by the head of the FQW or, in his absence, listening to the text of the review.

7.4. When determining the result of the FQW defense, the SEC takes into account:

• assessment by the head of the FQW of the student's work during the preparation of the FQW,

• the degree of its compliance with the requirements for FQW; the presence of practical significance and validity of the conclusions and recommendations made by the student as a result of the study;

• general assessment by the members of the SEC of the content of the work, its defense, including the report, answers to questions from the members of the SEC.

In the event of a disputable situation with an equal number of votes, the chairman has the right to a casting vote.

7.5. Based on the results of the defense of the FQW, the student has the right to file a written appeal with the Appeal Commission about the violation, in his opinion, of the established procedure for the defense of the FQW. The appeal is submitted personally by the student to the Appeal Commission no later than the next working day after the announcement of the result of the defense of the FQW.

7.6. The procedure for the re-defense of the FQW is determined by the paragraph of the Procedure for conducting the state final certification for undergraduate and graduate programs at the Financial University, approved by order of the Financial University.

7.7. Students who have not passed the state attestation test in the form of defense of the FQW due to absence for a valid reason (temporary disability, performance of state, public or official duties, subpoena, transport problems (flight cancellation, lack of tickets), weather conditions) have the right to pass it within 6 months after the completion of the ГИА. The student must, within 7 calendar days after the date set for the defense of the FQW, submit a document confirming the reason for his absence.

7.8. Students who have not passed the state attestation test in the form of the defense of the FQW due to failure to appear for an unexcused reason or in connection with receiving an “unsatisfactory” rating are expelled from the Financial University with the issuance of a certificate of study as having failed to fulfill their obligations for the conscientious development of the educational program and the implementation of the curriculum.

# **8. FQW evaluation criteria**

8.1. The results of the FQW defense are evaluated according to a five-point system: "excellent", "good", "satisfactory", "unsatisfactory".

**The mark "excellent"** is set on the condition that the work is done independently, is of a creative nature, has been tested, a wide range of theories, concepts, approaches is covered, the author's position is justified; collected, summarized, and analyzed a sufficient amount of regulatory legal acts, literature, statistical information and other practical materials, which made it possible to comprehensively study the topic and draw reasoned conclusions and practical recommendations; when writing and defending the work, the graduate demonstrated a high level of development of competencies, deep theoretical knowledge and practical skills; the work is well-formed and submitted to the department / department in a timely manner, fully complies with the requirements for the content and design of the FQW; the defense covers all research questions, the student's answers to the questions are professionally competent, exhaustive, supported by the provisions of regulatory legal acts, conclusions and calculations reflected in the work.

**The “good” rating** is given if the topic of the work is disclosed, however, the conclusions and recommendations are not always original and / or have no practical significance, there are inaccuracies in the coverage of certain issues of the topic; collected, summarized and analyzed the necessary volume of regulatory legal acts, literature, statistical information and other practical materials, but not all aspects of the topic under study were drawn conclusions and practical recommendations were substantiated; when writing and defending the work, the graduate demonstrated an average level of development of competencies, the presence of theoretical knowledge and sufficient practical skills; the work is timely submitted to the department / department, there are some shortcomings in its design; in the process of defending the work, a general description of the main provisions of the work was given, there were incomplete answers to questions.

**The grade "satisfactory"** is given when the topic of the work is partially disclosed, but mostly correctly, a superficial presentation of individual issues of the topic is allowed; the work does not use all the volume of regulatory legal acts, literature, statistical information and other practical materials necessary for researching the topic, conclusions and practical recommendations are not always justified; when writing and defending the work, the graduate demonstrated a satisfactory level of development of competencies, the lack of deep theoretical knowledge and sustainable practical skills; in the process of defense, the graduate did not fully set out the main provisions of the work, experienced difficulties in answering questions.

**The rating "unsatisfactory"** is given if: if the work does not contain the wording of the provisions submitted for defense; the content of the work does not reveal the topic, the questions are presented haphazardly and superficially, there is no analysis of practical material, the main provisions and recommendations have no justification; the work is not original, based on a compilation of publications on the topic; when writing and defending the work, the graduate demonstrated an unsatisfactory level of development of competencies; the work is untimely submitted to the department / department, does not fully comply with the requirements in terms of content and design; at the defense, the graduate showed superficial knowledge on the topic under study, a lack of ideas about current problems on the topic of work, and did not answer questions well.

# 

**LIST**

**recommended topics for graduation qualification (bachelor's) works for full-time students enrolled in the direction 38.03.02 "Management" Educational program "Business Management / Bachelor of business Administration (BBA), Marketing Management / Marketing Management »**

* 1. Development of recommendations for the reorganization of enterprise management based on the use of new organizational forms and structures.
  2. Development of a process management system for an organization (with options: business process reengineering; description of basic business processes, etc. )
  3. Development of recommendations for the creation of a quality management system for the product (services) at the enterprise.
  4. Development of recommendations for creating a project management system at the enterprise.
  5. Development of an effective system for the development and adoption of management decisions at the enterprise (organization).
  6. Development of recommendations for the construction and development of an effective system of business communications at the enterprise (in the organization).
  7. Development of proposals for the formation of the optimal strategy of the enterprise (organization).
  8. Development of an optimal system of strategic management of an enterprise (organization).
  9. Development of an enterprise management system based on the allocation of strategic business units.
  10. Formation of competitive (additional competitive) advantages of an enterprise (organization).
  11. Development of recommendations to improve the competitiveness of an enterprise (organization) based on ... (for example, the introduction of a customer relationship management system).
  12. Innovative marketing approaches to the formation of loyal consumers
  13. Innovative tools to increase consumer loyalty in the local escape room market
  14. The use of modeling and forecasting methods in the study of consumer behavioral reactions
  15. Research of perception of brands of companies in the Russian market
  16. Research on Cross-Cultural Variations in Consumer Behavior
  17. The effectiveness of the organization's Internet marketing
  18. The effectiveness of television advertising in brand promotion
  19. Marketing management of an organization based on the concept of relationship marketing
  20. Management of the competitiveness of the organization in the market of electrical equipment
  21. Management of marketing relations of the organization in the market of financial and credit services
  22. Impressions marketing as a tool for building a corporate brand
  23. Development of proposals for the creation and use of a brand in the activities of an enterprise in the sports and physical culture industry
  24. Development of a new product (service) and bringing it to the market.
  25. Development of an effective strategy for managing the financial activities of an enterprise (organization).
  26. Organization of production of a product (service) at the enterprise.
  27. Development of recommendations for the creation of an operational management system at the enterprise.
  28. Development of recommendations for the construction and development of a logistics system at an enterprise (in an organization) (inventory management systems, warehousing, transport services - as options).
  29. Development of proposals for the creation at the enterprise of a system of in-house training and advanced training of personnel.
  30. Development of recommendations for the creation of an information support system for the personnel management process at an enterprise (in an organization).
  31. Development of recommendations on the organization of social partnership at the enterprise.
  32. Development of recommendations for improving the organization of social management infrastructure at enterprises.
  33. Development of recommendations for optimizing organizational and legal forms of corporate governance at enterprises.
  34. Improving the corporate governance system of an enterprise (organization)
  35. Development of recommendations on anti-crisis management and bankruptcy prevention at the enterprise.
  36. Development of measures for restructuring and anti-crisis management at the enterprise.
  37. Development of recommendations for improving the efficiency of enterprise management.
  38. Development of the SMM -strategy of the enterprise.
  39. Improvement of the company's international expansion strategy.
  40. Improving the innovation strategy of the company (organization)
  41. Development of a digital communications system for enterprises (organizations).
  42. Development of directions for increasing the competitiveness of an enterprise (organization).
  43. Development of a strategy for promoting a new product to the market.
  44. Development of measures to improve the quality of services of organizations .
  45. Development of the operational strategy of the enterprise in the implementation of digital technologies
  46. Development of an enterprise digitalization strategy
  47. Implementation of the system of corporate entrepreneurship in the activities of the enterprise
  48. Development and implementation of a sustainable development strategy for an enterprise (organization)
  49. Development of an internationalization strategy for companies in emerging markets
  50. Development of a strategy for entering foreign markets for small and medium-sized firms

1. Lawful borrowing is the use of a part of the desired text with the obligatory indication (link) to the true author and the source of borrowing (see: On plagiarism in dissertations for a scientific degree. - 2nd edition, revised and supplemented. - M .: MII, 2015. - S. 16). [↑](#footnote-ref-1)