**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 field of study

38.03.02 "Management"

Educational program «Bachelor of business Administration» (in English)

*Approved by the Council of the Educational and Scientific Department of Management*

*(Minutes No 16 dated March 10, 2020)*

Moscow 2020

**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 (in English)**

|  |  |
| --- | --- |
| Code and name of competence | Form of state final certification, within the framework of which the formation of competence is checked  |
| 1 | 2 |
| **General scientific competences:** |
| 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:** |
| 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 examFinal qualifying work |
| 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 |
| Ability to apply physical education methods to ensure full-fledged social and professional activities (UK-6) | Final qualifying work |
| Ability to create and maintain safe living conditions, master the basic methods of protection against possible consequences of accidents, catastrophes, natural disasters (UK-7) | Final qualifying work |
| **Social and personal competencies:** |
| Ability and readiness for self-organization, continuation of education, self-education based on the principles of lifelong learning (UK-8) | Final qualifying work |
| Ability for individual and teamwork, social interaction, compliance with ethical standards in interpersonal professional communication (UK-9) | Final qualifying work |
| **System Competencies:** |
| Ability to search, critically analyze, summarize and systematize information, use a systematic approach to solve problems (UK-10) | Final qualifying work |
| Ability to set research goals and objectives, choose optimal ways and methods to achieve them (UK-11) | Final qualifying work |
| Ability to use information resources and information and communication technologies to achieve goals related to professional activities, training, participation in society and other spheres of life (UK-12) | State Exam |
| **Professional competencies of the direction:** |
| **Theoretical and methodological competencies:**  |
| Knowledge of the basic scientific concepts and categories of economics and management science and the ability to apply them in solving professional problems (PKN-1) | State Exam |
| Ability to apply mathematical methods to solve standard professional problems, interpret the obtained mathematical results (PKN-2) | State Exam |
| **Applied Competencies :** |
| Ability to apply forecasting tools, methods of planning and management decision-making, as well as use methods to ensure coordination and control of the organization's activities (PKN-3) | Final qualifying work |
| Proficiency in the basic theories of human resource management and the formation of organizational culture, as well as the principles of building compensation systems for solving management problems (PKN-4) | Final qualifying work |
| Knowledge of the basics of financial accounting and reporting, as well as the principles of management accounting in order to use accounting data for management decision-making (PKN-5) | State Exam |
| Ability to apply basic financial management techniques for asset valuation, working capital management, investment decision-making, financing decisions (PKN-6) | Final qualifying work |
| Ability to identify and implement market opportunities, as well as possess business planning skills (PKN-7) | State Exam |
| **Analytical competencies:** |
| Proficiency in the methods of strategic and marketing analysis of organizations (markets, products), development and implementation of the organization's strategy, taking into account the needs and interests of various stakeholders (PKN-8) | Final qualifying work |
| Ability to analyze business processes, as well as participate in project management, including projects for the implementation of innovation, organizational change and reorganization of business processes (PKN-9) | Final qualifying work |
| Proficiency in methods of quantitative and qualitative analysis of information, as well as skills in building models, using modern information technologies and software tools, including business analytics, data processing and analysis tools for analysis, modeling and decision support (PKN-10) | Final qualifying work |
| Ability to analyze market and specific risks in solving organizational management problems (PKN-11) | Final qualifying work |
| **Professional competencies of the profile:** |
| Ability to apply quantitative and qualitative methods of analysis when assessing the state of the external environment and the internal business environment, assessing the conditions and results of the company's activities (PKP-1) | State Exam |
| Ability to organize the operational activities of companies using the process and project approach (PKP-2) | State ExamFinal qualifying work |
| Ability to participate in the organization's ongoing and strategic planning and control processes (PKP-3)  | State ExamFinal qualifying work |
| Ability to participate in the development of the company's development programs, the development of project justifications and management decisions related to business development (PKP-4)  | State Exam |
| Ability to apply risk assessment methodology, monitor the company's condition, participate in the implementation of measures to prevent and prevent crises (PKP-5) | State Exam |
| Ability to distribute powers and responsibilities between management bodies, develop management decisions in order to implement the principles of corporate governance and corporate social responsibility (PKP-6) | State ExamFinal qualifying work |

**Federal State Educational Budgetary Institution**

**Higher Education**

**"FINANCIAL UNIVERSITY UNDER THE GOVERNMENT**

**OF THE RUSSIAN FEDERATION"**

**(Financial University)**

**Department of Management**

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| **APPROVED**Rector  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_M.A.Eskindarov 03.06.2020 |
|  |

A.V. Trachuk, N.V. Linder, M.O. Kuznetsova

**State Exam PROGRAM**

for students studying in the field of study

38.03.02 "Management"

Educational program «Bachelor of business Administration» (in English)

*Recommended by the Academic Council of the Faculty of Management*

*and the Faculty of International Tourism, Sports and Hospitality*

*(Minutes No. 49 dated May 26, 2020)*

*Approved by the Council of the Educational and Scientific Department of Management*

*(Minutes No. 16 dated March 10, 2020)*

Moscow 2020

UDK 378.244.6(073)

BBK 74.58

 T-65

**Reviewer:** PhD in Economics, Professor of the Department of Management Korneeva I.V.

**A.V. Trachuk, N.V. Linder, M.O. Kuznetsova**

State Exam Program. It is intended for students studying in the direction of training 38.03.02 "Management", educational program «Bachelor of business Administration (in English). Moscow: Financial University, Department of Management, 2020. 55 p.

The program contains a list of questions to be submitted to the state exam, corresponding to the theoretical material, as well as examples of complex professionally-practice-oriented tasks, a list of recommended literature for preparing for the state exam, recommendations for students to prepare for the state exam, criteria for assessing the results of the state exam.

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# **1. List of questions to be submitted to the state exam. List of recommended reading for preparation for the state exam**

**1.1. Questions based on the contents of general professional and specific professional subjects in the area of training**

1. Management functions - planning, organizing, motivating and controlling.

2. Development of management science. Schools of Management.

3. Types of organizational structures, their characteristics. Formal and informal organizational structures, departmentalization.

4. The concept of business external environment: main characteristics and parameters. Strategic analysis and diagnostics of the external environment (Porter's 5 Forces, PEST-analysis) Strategies for adapting an organization to the external environment.

5. A systematic approach to the study of organizations (systems theory). Open and closed organizational systems. The organization as a socio-economic system.

6. Organizational culture: concept, main functions. The role of organizational culture in developing and making managerial decisions.

7. Communications in organizations and their types. Elements of the communication process. Assessing the effectiveness of communication instruments and policies.

8. The complex of marketing functions. The role of marketing in increasing the competitiveness of a company.

9. Types of marketing research. Using information from marketing research to formulate the company's strategy.

10. Product life cycle (PLC) as the foundation of a company’s product policy.

11. Pricing and pricing policy of the company. The influence of pricing policy on the company’s business performance parameters.

12. Stages of brand creation. The impact of a brand on a company's value and capitalization.

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

14. The organization's personnel management system: main functions, modern concepts of personnel development. Forms and methods of personnel planning, development and evaluation.

15. Motivation, stimulation and remuneration of personnel. Types and methods of stimulating employees with different types of work motivation. Analysis of costs for personnel maintenance and development.

16. The essence and features of strategic decisions, their role in the functioning and development of the company. Managerial accounting as an information base for making strategic decisions.

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

18. Hierarchy of organizational strategies. Basic corporate strategies: growth, stabilization, survival, retrenchment.

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

20. Models and methods of the decision-making process. Qualitative and quantitative methods and the use of modeling in the development of managerial decisions.

21. Functions of finance. Financial and credit instruments to improve the use of production resources.

22. Key indicators and parameters for assessing the financial position of the company. The impact of social responsibility on the company's financial results.

23. Composition and structure of the organization's assets. Valuation of fixed and current assets. Financial policy of the organization.

24. Inventory and accounts receivable management. Turnover indicators and their impact on the company’s financial performance.

25. Budgeting and financial planning in the company. Their interrelation with business planning in the company.

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

**Main literature**

1. Blinov A.O. Theory of Management: Textbook for Students. Higher Educational Institutions, Higher Educational Institutions e.g. "Management" (qualification. "Bachelor" / A.O. Blinov, N.V. Ugryumova; Financial University. - Moscow: Dashkov & K, 2016. - 304 p. - Text: immediate. - Ditto. - 2020. - EBS ZNANIUM.com. - URL: <https://znanium.com/catalog/product/1091530> (date of access: 16.06.2020). - Text: electronic.
2. Fundamentals of Business: Textbook for Bachelor's Degree "Economics" and "Management" / A.V. Trachuk [and others]; Financial University; edited by A.V. Trachuk, N.V. Linder. - Moscow: Knorus, 2018. - 346 p. - (Bachelor's degree). - Text : immediate. - Ditto. - 2020. - EBS BOOK.ru. Available at: <https://book.ru/book/933570> (date of access: 16.06.2020). — Text : electronic.
3. Economics of the Firm: Textbook / E.V. Arsenova [and others]; Financial University; edited by Prof. A.N. Ryakhovskaya. - Moscow: Magister, 2014, 2015. - 511 p. - (Bachelor's degree). - Text: Immediate. - Ditto. - 2014. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/438356> (date of access: 06.03.2020). - Text: electronic.
4. Tebekin A.V. Metody prinyanie upravlencheskikh resheniya: uchebnik dlya akademicheskogo baccalaureatea [Methods of Managerial Decision Making: Textbook for Academic Bachelor's Degree]. - Moscow: Yurayt, 2015. - 432 p. - (Bachelor's Academic Course). - Text: Immediate. - Ditto. - 2019. - EBS Urait. - URL: <https://urait.ru/bcode/432034> (date of access: 16.06.2020). - Text : electronic.
5. Thompson A.A. Strategic Management: The Art of Developing and Implementing Strategy: Textbook for Students. Higher Educational Institutions, Higher Educational Institutions by Econ. Special. A.A. Thompson, A.J. Strickland; transl. from English under the editorship of L.G. Zaitsev, M.I. Sokolova. - Moscow: Banks and Exchanges: UNITI, 1998. - 576 p. - Text: immediate. - Ditto. - 2017. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/1028918> (date of access: 16.06.2020). - Text: electronic.
6. Financial Management: A Textbook for Students. Higher Educational Institutions, Higher Educational Institutions By Special." Finance and Credit","Book. Accounting, Analysis and Audit" / E.I. Shokhin [and others]; ed. by E.I. Shokhin. - Moscow: Knorus, 2015, 2016. - 475 p. - Text: immediate. - Ditto. - 2019. - EBS BOOK.ru. - URL: <https://www.book.ru/book/931931> (date of access: 06.03.2020). - Text: electronic.

**Additional literature**

1. Balashov A.P. Management Theory: Textbook for Students. Higher Educational Institutions, Higher Educational Institutions e.g. prep. 080200.62 "Management" (qualification (degree) "Bachelor") / A.P. Balashov. - Moscow: Vuzovskiy uchebnik, 2014. - 352 p. – Text : immediate. - Ditto. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/406197> (date of access: 26.03.2020). - Text : electronic.
2. Management in 2 Ch. Part 1: Textbook and Practicum for Academic Bachelor's Degree / A.N. Alekseev [and others]; under the general editorship of I.N. Shapkin. - Moscow: Yurayt, 2017. - 385 p. - (Bachelor's Academic Course). - Text : immediate. - Ditto. - 2019. - EBS Urait. Available at: <https://urait.ru/bcode/438430> (date of access: 16.06.2020). - Text : electronic.
3. Management in 2 Ch.Part 2: Textbook and Practicum for Academic Bachelor's Degree / A.N. Alekseev [and others]; under the general editorship of I.N. Shapkin. - Moscow: Yurayt, 2017. - 314 p. - (Bachelor's Academic Course). - Text : immediate. - Ditto. - 2019. - EBS Urait. Available at: <https://urait.ru/bcode/438431> (date of access: 16.06.2020). - Text : electronic.
4. Practical Management: Textbook / E. M. Korotkov et al.; ed. by E.M. Korotkov. - Moscow: INFRA-M, 2015. - 330 p. - (Higher education: Master's degree). - Text: Immediate. - Ditto. - 2020. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/1047090> (date of access: 26.03.2020). - Text: electronic.
5. Management: Century XXI: Collection of Articles / ed. by O.S. Vikhansky, A.I. Naumov. - Moscow: Magister, 2016. - 352 p. - Text: immediate. - Ditto. - 2019. - EBS ZNANIUM.com. - URL : <http://znanium.com/catalog/product/982621> (date of access: 26.03.2020). - Text: electronic.

**Full-text databases**

1. Electronic Library of the Financial University (EB) <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. Znanium Electronic Library System <http://www.znanium.com>
5. Electronic Library System of the Publishing House "URAIT" <https://www.biblio-online.ru/>
6. Alpina Digital Online Business Library <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/>
10. Electronic Library of Dissertations of the Russian State Library <https://dvs.rsl.ru/>

**State-of-the-art professional databases and information reference systems**

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

• legal reference system "Garant" ([http://vv.guarant.ru](http://www.garant.ru)).

**Online Resources**

|  |  |
| --- | --- |
| Address | Resource Name |
| <http://vv.1fd.ru/>  | Financial Reference System "Financial Director" |
| <http://vv.spark-interfac.ru/>  | Information Resource Containing Information on Registered Legal Entities and Individual Entrepreneurs ("SPARK") |
| <http://link.springer.com/>  | Springer's Digital Book Collection: Springer eBooks  |
| <http://ruslana.bvdep.com/>  | Database of Electronic Structured Information on Private and Public Companies of Russia, Ukraine, Kazakhstan RUSLANA  |
| <http://orbisbsk.bvdinfo.com/>  | Orbis Bank Focus Database of Electronic Structured Information on Banks  |
| <http://search.ebscohost.com>  | A suite of databases from EBSCO Publishing, the largest aggregator of scientific resources from the world's leading publishers  |
| <http://vv.sciencedirect.com>  | Electronic products published by Elsevier. Collections: Business, management and Accounting; Economics, Econometrics and Finance  |
| <http://emeraldgrouppublishing.com/products/collections/>  | Databases of scientific journals published by Emerald (Accounting, Finance & Economics Collection; Business,Management & Strategy Collection)  |
| <http://eduvideo.online/>  | Video library of educational films "Solution" (thematic collections "Management", "Marketing. Commerce. Logistics", "Jurisprudence"  |
| <http://jester.org>  | JSTOR Arts & Sciences I Collection  |
| <https://abukcentral.proquest.com/lib/faru/home.action>  | Business Ebook Subscription Database on ProQuest's Ebook Central Platform |
| <https://academic.oup.com/journals/>  | Oxford University Press Collection of Scientific Journals |

**1.2. Questions based on the contents of subjects in the BBA profile**

1. Characteristics and factors for choosing production operations strategies.
2. The role and principles of the quality management system in operational management.
3. Strategic objectives for improving quality and competitiveness at the operational level.
4. Conceptual ideas of quality management and their modern meaning, development trends and effectiveness.
5. Essence and classification of innovations.
6. Strategic change: tools and principles of change.
7. Types of strategic change. Strategic change management styles.
8. Risk management system, principles of its formation.
9. Goals, objectives, methods of qualitative and quantitative risk analysis
10. Methods of monitoring and control in risk management.
11. Stages of risk management, their functions and tasks.
12. Organizational life cycle and risk factors. The importance of life cycle theory in risk management.
13. The notion and basic concepts of efficiency. Performance indicators. Concepts of effectiveness and efficiency.
14. The concept of performance management. Business performance indicators (parameters) and their classifications.
15. Value-based management (VBM). A value measurement system as a key element of value-oriented management. The difference between VBM indicators and traditional accounting indicators of effects and efficiency.
16. Indicators of achieving strategic goals. Concept of Critical Success Factors (CSF).
17. Key (Key Performance Indicator, KPI) and auxiliary indicators. Requirements for KPIs. Leading and resulting indicators.
18. Performance and efficiency indicators. Partial and aggregated evaluations. Threshold values. Indicators for decision making.
19. Strategizing: development and implementation of the strategy. Models of strategic process management by David, Rothaermel, Thompson.
20. Types of strategies in the company. Stages of the strategic process.
21. Strategy formation: development of a strategic plan, strategy adaptation.
22. Strategic decisions, their differences from tactical and operational decisions.
23. Strategic decision-making process: rational and behavioral approach.
24. Goals and objectives of strategic analysis and diagnostics of the external environment. Methods for analyzing macroenvironment and the dynamics of its change.
25. Analysis of the internal environment. The company's strategic capabilities, resources and competencies. Uniqueness and value of resources and capabilities.

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

**Main literature:**

1. Thompson A.A., A.Dzh. Strategic Management: Concepts and Situations: Textbook for Higher Educational Institutions. Strickland III; transl. from the 9th English ed. - Moscow: INFRA-M, IRWIN, 2000. - 412 p. - (University textbook). - Text: Immediate. - Ditto. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/453177> (date of access: 17.06.2020). - Text: electronic.
2. Lapygin Yu.N., Lapygin D.Yu., Lachinina T.A.; ed. by Y.N. Lapygin. - Moscow: Knorus, 2013, 2016. - 284 p. - Text: immediate. - Ditto. - 2019. - EBS BOOK.ru. - URL: <https://book.ru/book/930485> (date of access: 17.06.2020). — Text : electronic.
3. Potasheva G. A. Upravlenie proekt (proektnyy menedzhment): uchebnoe posobie [Project Management (Project Management): Textbook]. - Moscow: INFRA-M Research and Publishing Center, 2020. - 224 p. + Add. materials. – (Higher education: Bachelor's degree). - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/1055100> (date of access: 23.06.2020). - Text: electronic.
4. Project Management: Fundamentals of Project Management: Textbook / M.L. Razu, A.M. Lyalin, T.M. Bronnikova [and others], ed. by M.L. Razu. — 4th ed., ster. - Moscow: KnoRus, 2019. — 755 p. — EBS BOOK.ru. - URL: <https://book.ru/book/931916> (date of access: 10.07.2020). — Text : electronic.

**Additional literature:**

1. Moiseeva N.K. Upravlenie operatsii sredy organizatsii: uchebnik dlya studentov vuzov, obuch. in the areas of training "Management" (qualification (degree) "Master") / N.K. Moiseeva, A.N. Sterligova; HSE University - Moscow: Infra-M, 2018 - 336 p. - Higher education: Master's degree. - Text : immediate. - Ditto. - 2014. - EBS Znanium.com. - URL: <http://znanium.com/catalog/product/419066> (date of access: 26.06.2020). - Text : electronic.
2. Baldin K.V., Vorobyov S.N., Utkin V.B. Upravlencheskie resheniya: uchebnik dlya bachelorov [Managerial decisions: textbook for bachelors]. - 8th ed. - Moscow: Dashkov & K, 2018. - 496 p. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/327956> (date of access: 10.07.2020). - Text : electronic.
3. Blagov Y.E. Corporate Social Responsibility: Evolution of the Concept: Monograph / Yu.E. Blagov; St. Petersburg State University, Graduate School of Management. - St. Petersburg: Higher School of Management, 2011. - 272 p. - Text: immediate. - Ditto. - EBS ZNANIUM.com. - URL : <http://znanium.com/catalog/product/492721> (date of access : 10.07.2020). - Text : electronic.
4. Vakhrushina M.A. Buchetskiy upravlencheskiy uchet: uchebnik dlya studentov, obucheniushchikh po napravleniya "Ekonomika i upravleniya" [Accounting management accounting: a textbook for students studying in the direction of "Economics and management"] / M.A. Vakhrushina; Financial University. - Moscow: Knorus, 2019. - 392 p. - (Bachelor's degree). – Text : immediate. - Same. – EBS BOOK.ru. Available at: <https://www.book.ru/book/931509> (date of access: 10.07.2020). – Text : electronic.
5. Rodionova, N.V. Research Methods in Management. Organization of research activities. Module 1: Textbook for University Students Studying in the Direction of Training "Management" / N.V. Rodionova. - Moscow: Unity, 2012 - 416 p. - Text: immediate. - Ditto. - 2017. - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/1028883> (date of access: 10.07.2020). - Text : electronic.
6. Matveeva L. G., Nikitaeva A. Yu., Chernova O. A., Schipanov E. F. Upravlenie investitsionnykh proekt v usloviyakh riska i neprenezheniya: uchebnoe posobie dlya vuzov [Management of investment projects in conditions of risk and uncertainty: textbook for higher education institutions]. — Moscow: Yurayt Publishing House, 2020. — 298 p. — (Higher education). — EBS Uraith. Available at: <https://urait.ru/bcode/452764> (date of access: 15.06.2020). — Text : electronic.
7. Economics of the Public Sector: Textbook / L.N. Lykova, I.N. Molchanov, S.P. Solyannikova [and others]; Institute of Economics of the Russian Academy of Sciences; Lomonosov Moscow State University; Edited by P.V. Savchenko, I.A. Pogosov, E.N. Zhiltsov. - Moscow: Infra-M, 2015. - 556 p. - (Higher education: Bachelor's degree). - Text : immediate. - Ditto. - 2015 - EBS ZNANIUM.com. - URL: <http://znanium.com/catalog/product/471733> (date of access: 10.03.2020). - Text: electronic.

**Full-text databases**

1. Electronic Library of the Financial University (EB) 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. Znanium http://www.znanium.com Electronic Library System
5. Electronic Library System of the Publishing House "URAIT" https://www.biblio-online.ru/
6. Alpina Digital http://lib.alpinadigital.ru/ Online Business Library
7. Scientific Electronic Library eLibrary.ru http://elibrary.ru
8. Electronic Library http://grebennikon.ru
9. National Electronic Library http:// neb.rf/
10. Electronic Library of Dissertations of the Russian State Library https://dvs.rsl.ru/

**State-of-the-art professional databases and information reference systems**

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

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

**Online 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's Digital Book Collection: Springer eBooks  |
| https://ruslana.bvdep.com/ | Database of Electronic Structured Information on Private and Public Companies of Russia, Ukraine, Kazakhstan RUSLANA  |
| https://orbisbanks.bvdinfo.com/ | Orbis Bank Focus Database of Electronic Structured Information on Banks  |
| http://search.ebscohost.com | A suite of databases from EBSCO Publishing, the largest aggregator of scientific resources from the world's leading publishers  |
| http://www.sciencedirect.com | Electronic products published by Elsevier. Collections: Business, management and Accounting; Economics, Econometrics and Finance  |
| <http://www.emeraldgrouppublishing.com/products/collections/>  | Databases of scientific journals published by Emerald (Accounting, Finance & Economics Collection; Business,Management & Strategy Collection)  |
| http://eduvideo.online/ | Video library of educational films "Solution" (thematic collections "Management", "Marketing. Commerce. Logistics", "Jurisprudence"  |
| http://jstor.org | JSTOR Arts & Sciences I Collection  |
| <https://ebookcentral.proquest.com>/lib/faru/home.action  | Business Ebook Subscription Database on ProQuest's Ebook Central Platform |
| https://academic.oup.com/journals/ | Oxford University Press Collection of Scientific Journals |

# **2. Examples of Practice-Oriented Assignments**

**Task 1**

The table provides a list of operations that are included in the engineering project, indicating the time required to perform them:

Operation duration, days nearest previous operation

A 1 -

B 4 A

C 3 A

D 7 A

E 6 B

F 2 C,D

G 7 E,F

H 9 D

I 4 G,H

Determine the optimal path and timing of operations. Analyze what happens if the duration of operation F is increased from 2 to 4 days?

**Task 2**

**Description of the situation**

There are 9 operations on the production line, 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 |
| Working hours, hour | 8 |
| Quantity of men | 2 |
| Number of breaks per shift | 2 |
| Break time, min | 5 |
| Distance between adjacent products, m | 0,4 |
| Time for which the insurance reserve is created | Tsm/2 |
| Shift task, pcs. | 610 |

Determine the production line schedules and analyze the results.

**Task 3**

**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 decision is shown in the table.

|  |  |  |
| --- | --- | --- |
|  | Pre-outsourcing | Post-Outsourcing |
| Sales | 3,750,000 | 3,750,000 |
| Fixed Outsourcing Costs | 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 spreadsheet and determine whether the deal will be effective for the organization.

**Task 4**

**Description of the situation**

The Automotive Air Conditioning Company currently manufactures a series of air conditioners in three different locations: Plant A, Plant B, and Plant C. Recently, management has decided to produce all of the compressors that are the main air conditioner unit in separate production facilities at Plant D.

Using the "center of gravity" method and the information provided in the table, determine the best location for plant D, assuming that there is a linear relationship between transportation volumes and transportation costs (without premium payments)

|  |  |  |
| --- | --- | --- |
| Plant | Plant Location Coordinates (X,Y) | Required Annual Number of Compressors |
| A | (150; 75) | 6 000 |
| B | (100; 300) | 8 200 |
| C | (275; 380) | 7 000 |

**Task 5**

**Description of the situation**

For more than 20 years, X GmbH (Germany) has been specializing in the production of fittings and accessories for bathrooms and plumbing systems (taps, units, fasteners, shower equipment). The company offers its products both for households and for various organizations. The company's share in the domestic market is 32%, in the French market – 8%, in Belgium – 3%, and a large trading company in Miami annually buys about 4% of the company's products for sale in the United States (share – 5%). The total annual turnover of the company exceeds 40 million euros, and in these markets - 25 million euros. Differentiation of products is carried out by the company 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 penetrate the Russian market, setting a deadline of one year for implementation.

Questions:

1 Recommend ways for the company to enter the Russian market.

2 Identify the potential difficulties associated with each penetration opportunity.

3 Choose and justify the method of penetration into the Russian market.

4 Offer recommendations on the distribution and distribution system.

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

Preparation for the state exam should begin with familiarization with the list of theoretical questions to be submitted to 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, in addition to lecture material, textbooks, recommended literature, it is also recommended to review the tasks completed in the learning process for individual and independent work, tasks, cases, calculation, analytical and term papers. In the process of answering the 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 mandatory to attend consultations and review lectures, which are held before the state exam.

# **4. Criteria for Evaluating the Results of State Examinations**

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

"Excellent" (5 points) for answering the theoretical question of the exam ticket is given if the student has deeply and fully revealed the theoretical and practical aspects of the question, has shown a creative approach to its presentation, and has demonstrated the debatable nature of this problem, as well as deeply and fully revealed additional questions.

"Good" (4 points) is given for answering a theoretical question with incomplete coverage of the key points of the question, as well as if the student has demonstrated minor difficulties in answering additional questions on this issue.

"Satisfactory" (3 points) for the answer to the theoretical question of the exam ticket is given if the student does not reveal the main points of the question, the logic of the presentation is violated, the answers are not always specific.

An "unsatisfactory" grade (2 points) is given if the material is presented inconsistently, unreasonedly, unsystematically, the answers to the questions revealed a discrepancy between the graduate's level of knowledge and the requirements of the HE FU standard in terms of the competencies being formed, as well as additional competencies established by the university.

**Criteria for assessing graduates' skills 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 the complex professionally-oriented task is completed, but inaccuracies in the justification of the results are allowed;

"Satisfactory" (3 points) is given if the complex professionally-oriented task is basically completed, the correct course of the solution is outlined, but errors are made in the process of calculations, calculations and incorrectly formulated conclusions;

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

Before the procedure of discussing the examinees' answers, each member of the state examination commission gives his/her personal grade for each student, using the sum of points obtained after filling in the student's assessment sheet.

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

**Federal State Educational Budgetary Institution**

**Higher Education**

**"FINANCIAL UNIVERSITY UNDER THE GOVERNMENT**

**OF THE RUSSIAN FEDERATION"**

**(Financial University)**

**Department of Management**

**Methodical Recommendations for the Preparation and Defense of Final Qualification Works by Students**

for students studying in the field of study

38.03.02 "Management"

Educational program «Bachelor of business Administration» (in English)

*Approved by the Council of the Educational and Scientific Department of Management*

*(Minutes No 16 dated March 10, 2020)*

Moscow 2020

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# **1. General Provisions**

- Educational Standard of Higher Education of the Financial University under the Government of the Russian Federation in the field of training "Management" (hereinafter referred to as the "OS FU");

- GOST R 7.0.5-2008 (Bibliographic reference);

- GOST 7.32-2001 as amended by Amendments No. 1 dated 01.12.2005, ICS No. 12, 2005) (Report on research work);

- GOST 7.1-2003 (Bibliographic Record, Bibliographic Description, General Requirements and Rules of Compilation);

- "Regulations on the Final Qualification Work (FQW) on the Bachelor's Program at the Financial University", approved by the Order of the Financial University dated 17.10.2017 No. 1817/o.

1.2. The Guidelines are intended for students of the Bachelor's degree program in the direction 38.03.02 "Management", profile "Business Administration" (in English).

1.3. List of planned results of EP development in accordance with the requirements of the CB of HE FU, to be assessed during the FQW defense (Table 1).

**General scientific competences:**

Ability to perceive the intercultural diversity of society, in socio-historical, ethical and philosophical contexts, to analyze and assess the processes and patterns taking place (UK-1)

 Instrumental Competencies:

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 communication (UK-2)

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 to solve professional problems (UK-4)

Ability to use the basics of legal knowledge in various fields of activity (UK-5)

Ability to apply physical education methods to ensure full-fledged social and professional activities (UK-6)

Ability to create and maintain safe living conditions, master the basic methods of protection against possible consequences of accidents, catastrophes, natural disasters (UK-7)

Social and Personal Competencies

Ability and readiness for self-organization, continuation of education, self-education based on the principles of lifelong learning (UK-8)

Ability for individual and team work, social interaction, compliance with ethical standards in interpersonal professional communication (UK-9)

System Competencies:

Ability to search, critically analyze, summarize and systematize information, use a systematic approach to solve problems (UK-10)

Ability to set research goals and objectives, choose optimal ways and methods to achieve them (UK-11)

Professional competencies of the direction:

Applied Competencies :

Ability to apply forecasting tools, methods of planning and management decision-making, as well as use methods to ensure coordination and control of the organization's activities (PKN-3)

Proficiency in the basic theories of human resource management and the formation of organizational culture, as well as the principles of building compensation systems for solving management problems (PKN-4)

Ability to apply basic financial management techniques for asset valuation, working capital management, investment decision-making, financing decisions (PKN-6)

Analytical competencies:

Proficiency in the methods of strategic and marketing analysis of organizations (markets, products), development and implementation of the organization's strategy, taking into account the needs and interests of various stakeholders (PKN-8)

Ability to analyze business processes, as well as participate in project management, including projects for the implementation of innovation, organizational change and reorganization of business processes (PKN-9)

Proficiency in methods of quantitative and qualitative analysis of information, as well as skills in building models, using modern information technologies and software tools, including business analytics, data processing and analysis tools for analysis, modeling and decision support (PKN-10)

Ability to analyze market and specific risks in solving organizational management problems (PKN-11)

Professional competencies of the profile:

Ability to organize the operational activities of companies using process and project approaches (PKP-2)

Ability to participate in the organization's ongoing and strategic planning and control processes (PKP-3)

Ability to distribute powers and responsibilities between management bodies, develop management decisions in order to implement the principles of corporate governance and corporate social responsibility (PKP-6)

# **2. Defining the topic of the GQW**

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

2.2. A student is obliged to choose a topic for a GQW by October 15 of the academic year completing their studies. The application form for securing the topic of the GQW is given in Appendix 1.

The Department assigns topics to GQW supervisors in accordance with their research interests and time standards for calculating the amount of academic work of the teaching staff.

Assignment of topics and supervisors of the GQW to students (if necessary, consultants) is carried out by the order of the Financial University in accordance with the established procedure no later than October 30 of the current academic year.

2.3. In exceptional cases, it is possible to change the topic of the GQW no later than 2 months, and the topic can be clarified no later than 1 month before the expected date of the GQW, on the basis of a personal application of the student agreed with the GQW supervisor, drawn up in the name of the head of the department, with the justification of the reason for the adjustment. A change or clarification of the topic is formalized by the order of the Financial University.

# **3. Guidance and control of GQW preparation**

3.1. The responsibilities of the GQW supervisor include:

• advising the student in accordance with the schedule of GQW preparation; development of a GQW assignment in the form according to Appendix 2; assisting in the preparation of a GQW plan;

• advising the student on the selection of literature and factual material;

• assistance in the choice of research methodology;

• conducting systematic consultations with students on the problems of work, providing qualified recommendations on the content of the GQW;

• continuous monitoring of the progress of GQW preparation in accordance with the schedule and plan of the GQW;

• monitoring the quality of GQW preparation and making a decision on the placement of the completed GQW for students at the IOP;

• informing the head of the department, as well as the management of the faculty in case of non-compliance by students with the schedule for the preparation of the GQW for the application of measures provided for by the Rules of Internal Labor and Internal Regulations of Students, approved by the order of the Financial University dated 15.07.2013 No. 1335/o;

• informing the head of the department by a memo about the unavailability of the GQW, including for placement at the IOP;

• advising the student in the preparation of a presentation and report for the defense of the GQW;

• submission of a written review of the student's work during the preparation of the GQW in the form according to Appendix 3. In case of completion of one GQW by several students, the GQW supervisor makes a written review of their joint work during the preparation of the GQW;

• posting a review on the IOP;

• Attendance at the defense of the GQW, provided that he/she is not engaged in classroom work with students.

3.2. A Consultant shall:

• 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 issue being consulted;

• monitor the progress of the GQW in terms of the content of the issue being consulted.

3.3. The student is obliged to:

• develop and agree with the supervisor on the plan for the preparation of the GQW;

• systematically work on the GQW in accordance with the established deadlines and requirements, use the methodological recommendations of the department;

• regularly communicate with the GQW supervisor (and consultant, if any) and inform him/her about the work done;

• Submit a GQW within the established time frame.

3.4. Requirements for the feedback of the GQW supervisor and the feedback form are presented in Appendix 3.

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

4.1. The GQW must meet the following requirements:

• availability of all structural elements of the study: theoretical, analytical and practical components;

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

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

• sufficiency and contemporaneity of the bibliographic material used

4.2. A GQW should include the following structural elements:

• Title page (Appendix 4);

•contents;

•introduction;

• the main part, structured into chapters and paragraphs;

•conclusion;

• List of references;

• Appendices (if any).

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. In the introduction, the choice of the research topic is justified: it should be clearly formulated what its relevance is. 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. It goes on to state that served as an information base for the development of the final qualification work, the data of 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 follow from the need to disclose the formulation of the topic, the task - from the titles of chapters and paragraphs. The object of the research is a specific organization under study, the subject of research is the studied direction of activity of this organization (process, relations, organization, efficiency, etc.).

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

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

- participation of the student in scientific projects, grants, competitions, presentations at conferences, etc.;

- available scientific publications on the research topic;

- Certificates of implementation (if any). An example of the act on the implementation of the results of the GQW is given in Appendix 5.

The introduction should be brief (2 - 3 pages).

The main body 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. Wording should be concise and reflect the essence of the chapter (paragraph).

The first chapter of the work examines the theoretical aspects of the research topic, in particular, the economic nature, essence, forms of manifestation, classification, historical aspect, debatable issues, and an overview of the current state of the aspects of the topic under consideration. When writing a chapter, it is not enough to limit oneself to describing the points of view of different 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 author's statements, quotations, digital material, it is necessary to make references to the source of information indicating the title, 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 GQW.

The first chapter concludes with the justification of the need to carry out 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 titles of this chapter as "Theoretical part", "Review of literary sources", etc.

In contrast to the first theoretical chapter, the second chapter can be defined as an analytical practice-oriented one. In the second chapter of the work, based on the study of the reporting data of the analyzed organization, industry, region, using various methodological techniques and approaches, the analysis of the object and subject of the study, as well as the assessment of the results obtained, are carried out. The analysis must 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; to identify trends and patterns of development; to give them an objective assessment; identify the reasons for the current situation; Identify ways to address deficiencies. The practical part of the work should contain calculations made by the student, illustrative material: drawings (graphs, diagrams, schemes), tables. All illustrative material should be analyzed and used to confirm 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 a summary of the analysis. At the same time, the conclusions must necessarily reflect the violations, shortcomings, and "bottlenecks" revealed during the analysis.

As a rule, the volume of the second chapter should be 20-40% of the total volume of the GQW.

In the third chapter, the directions of solving the identified problems are considered and substantiated, the ways of solving the problem under study (developed) are proposed; specific practical recommendations, models, plans, projects, scenarios, development of strategies; independent conclusions and calculations proving the effectiveness of the proposed measures.

As a rule, the volume of the third chapter should be 15-25% of the total volume of the GQW.

In conclusion, the results of the research are summed up, the conclusions and proposals of the author on the entire final (bachelor's) work of the qualification work are formulated and briefly substantiated.

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

- what theoretical and practical conclusions the student came to as a result of the study of the topic;

- what trends, proportions, ratios, processes, violations and shortcomings have been identified as a result of the analysis of the factual material;

- what proposals and recommendations with their brief economic justification are developed in the work in the course of considering the issues of the topic on the example of the object of research.

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

The approximate length of the report is up to 5 pages.

The conclusion is the basis of the student's report at the defense of the GQW.

The list of sources used should contain information about the sources that were used in the preparation of the GQW (at least 40) and 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 order); 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, materials of judicial practice, etc.);

• monographs, textbooks, manuals (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 Appendixes include additional reference materials necessary for the completeness of the study, but of auxiliary value, for example: copies of documents, excerpts from reporting materials, statistical data, charts, tables, diagrams, programs, regulations, etc.

4.4. The GQW must be printed and bound. The recommended volume is not less than 60 and not more than 80 pages excluding appendices (for a collective GQW, 120 - 160 pages excluding appendices). Requirements for the GQW are discussed in Section 6.

# **5. Procedure for preparing a GQW**

5.1. The deadlines for drawing up a plan and assignment for a GQW, approving an assignment for a GQW are determined by the order of the Financial University "On Conducting Practice, Preparing GQW" for the current year.

5.2. The deadlines for the submission of each GQW chapter are determined by the order of the Financial University "On Internship, GQW Preparation" for the current year.

5.3. The head of the GQW must check the GQW in the "Antiplagiat.VUZ". If borrowings of more than 15% are detected, the head of the GQW analyzes the text for compliance with the norms of legitimate borrowing[[1]](#footnote-1) and makes a decision on the legality of the use of the borrowed text in the GQW.

The expert assessment of the level of the author's text in the GQW is reflected in the feedback of the GQW supervisor.

If the fact of illegal borrowing is revealed during the preparation of the GQW, the work is returned by the GQW supervisor to the student for revision.

5.4. Receiving a negative feedback from the supervisor is not an obstacle to submitting a GQW for defense.

5.5. With the permission of the supervisor, the student is obliged to place the completed and executed in accordance with the methodological recommendations of the Department of Theses in electronic form (hereinafter referred to as the EQD) on the IEP no later than 10 calendar days before the start of the FSC according to the calendar schedule annually approved by the order on the organization of the educational process.

If a student has not placed the EUCD on the IEP within the established timeframe, the head of the department immediately informs the dean of the faculty by a memo about the preparation of a draft order on the expulsion of the student from the Financial University as he has not fulfilled his obligations to conscientiously master the educational program and fulfill the curriculum, including the preparation of the GQW.

5.6. The GQW in printed and bound form, corresponding to the electronic version posted on the IEP, is signed by the student, GQW supervisor, consultant (if any) and submitted by the student along with the student's written permission to place the GQW on the IEP, the feedback of the GQW supervisor and the report on the check for borrowings using the Antiplagiat system to the department no later than 5 calendar days before the date of the GQW defense.

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, who have successfully passed the state exam or were absent from the state exam for a valid reason are allowed to defend their GQW.

# **6. Requirements for the preparation of a GQW**

6.1. The GQW is drawn up in accordance with GOST R 7.0.5-2008 (Bibliographic reference); GOST 7.32-2001 as amended by Amendments No. 1 dated 01.12.2005, ICS No. 12, 2005) (Report on research work); GOST 7.1-2003 (Bibliographic record, Bibliographic description, General requirements and rules for compilation).

6.2. Only bound works are accepted for defense. The GQW is drawn up using a computer and must be printed on standard sheets of white A4 paper, on one side (without reverse), with one and a half line spacing. The font chosen is Times New Roman, black, size No. 14.

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

6.4. The words "INTRODUCTION", "TITLE OF THE CHAPTER...", "CONCLUSION", "LIST OF REFERENCES", "APPENDIX", as well as the titles of the chapters should be placed in the middle of the text field, without quotation marks, without underlining and without putting a period at the end of the title.

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

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

6.7. Design of drawings, graphs, schemes, diagrams, etc.

Figures are placed immediately after the text that links to them. The title is indicated below the image without quotation marks, centered on the page. Each figure is numbered without the No. A period is placed after the number, and no period is put at the end of the name. The numbering of the figures is continuous throughout the work.

Example:

\*\*\*

Figure 1. Indicator of business activity in the manufacturing industry of Russia

Source: Bank of Russia

A reference to a figure in the text should be placed in parentheses, for example: (Fig. 1).

6.8. Table formatting.

Tables are placed immediately after the referenced text (centered on the page). Tables are numbered in Arabic numerals, numbered sequentially throughout the work.

The word table, number and name are written above the table itself. A period is put after the number, but no period is put at the end of the name.

You can use a font size smaller in the table than in the text. A reference to a figure in the text should be made in brackets, for example: (Table 1). When you wrap a table, the column headings should be duplicated (the Repeat headings on every page feature in Word).

An example of the table's formatting:

Table 1. Time series of leading indicators for Russia

|  |  |
| --- | --- |
| Indicators | Hypotheses of Outstripping the General Economic Cycle |
| Reference series |
| Industrial Production:Industrial Production Index (seasonally adjusted) | A reference series, presumably synchronous with the general economic cycle |
| …… |

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

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

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

Formulas in the GQW should be numbered sequentially throughout the work with Arabic numerals in parentheses at the far right of the line.

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

6.11. The list of sources used is drawn up in accordance with GOST 7.1-2003 (Bibliographic record, Bibliographic description, General requirements and rules for compilation). An example is given in Appendix 6.

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

6.12. Appendices should start from a new page, be arranged and numbered in the order in which references to them appear in the text. Appendixes must have a title with the word "Appendix", its serial number and title.

6.13. Pages should be numbered in Arabic numerals, observing continuous numbering throughout the text. The page number should be inserted, starting from the second page, in the middle of the lower margin of the sheet. The title page is included in the general page numbering of the report, but the page number is not indicated on the title page.

6.14. The completed work is signed by the student:

- on the title page;

- After the conclusion, the following shall be recorded:

"This work was done by me on my own"

\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 201\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(date of delivery of the work - filled in by hand) (author's signature)

# **7. Procedure for preparing a GQW for defense**

7.1. Requirements for the content of the report:

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

- the range of problems under consideration and methods of their solution; the results of the analysis of practical material and their interpretation; Specific recommendations for improving the topic under development. The report concludes with a description of the significance of the results obtained and provides general conclusions.

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

7.2. Requirements for the presentation of the GQW.

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

7.3. The GQW defense procedure includes:

• Opening of the meeting of the SEC (Chairman);

• Students' reports. No more than 10 minutes per student's report is provided;

• questions from the members of the commission on the GQW and the student's report. When answering the questions, the student has the right to use his/her work;

• a speech by the head of the GQW or, in his absence, hearing the text of the review.

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

• evaluation of the student's work by the GQW supervisor during the preparation of the GQW,

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

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

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

7.5. Based on the results of the GQW defense, the student has the right to submit a written appeal to the appeal commission about the violation, in his opinion, of the established procedure for the defense of the GQW. 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 GQW defense.

7.6. The procedure for re-defending a GQW is determined by clause 5.4 of the Procedure for conducting state final certification for bachelor's and master's programs at the Financial University, approved by the order of the Financial University dated 14.10.2016 No. 1983/o.

7.7. Students who have not passed the state attestation in the form of GQW defense due to failure to appear for a valid reason (temporary disability, performance of state, public or official duties, summons to court, transport problems (flight cancellation, lack of tickets), weather conditions) have the right to take it within 6 months after the completion of the FSC. Within 7 calendar days after the due date of the GQW, the student must submit a document confirming the reason for his/her absence.

7.8. Students who have not passed the state attestation in the form of a GQW defense due to failure to appear for an unreasonable reason or due to receiving an "unsatisfactory" grade are expelled from the Financial University with the issuance of a certificate of study as having failed to fulfill their obligations to conscientiously master the educational program and fulfill the curriculum.

# **8. GQW Evaluation Criteria**

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

8.2. The grade "excellent" is given on the condition that: the work is of a research nature, a competently presented theoretical part (indicating the student's knowledge of the theory and practice of financial management), a practical part (indicating the student's ability to apply methodological techniques and tools to solve specific problems; substantiate the directions for solving the identified problems, on the choice of specific practical recommendations and proposals for improving the studied (developed) phenomena and processes), as well as proposals and recommendations (indicating the student's possession of the skills of analysis and generalization of the collected factual material (including that obtained during the period of practical training) based on the use of the accumulated skills of analytical work). The material is presented logically with appropriate conclusions and well-grounded proposals.

When defending it, the student freely operates with research data, is fluent in the issues of the research topic, correctly applies this knowledge in the presentation of the material, and easily answers the questions posed. There is a positive feedback from the manager for the job.

8.3 A grade of "good" is given if: the work is of a research nature, a competently presented theoretical part (indicating the student's knowledge of the theory and practice of financial management); the practical part (testifying to the student's ability to apply methodological techniques and tools to solve specific problems; to substantiate the directions for solving the identified problems, to choose specific practical recommendations and proposals for improving the phenomena and processes under study (being developed), as well as proposals and recommendations that are not fully justified. In general, the material is presented consistently.

When defending it, the student shows knowledge of the issues of the topic, operates with research data, makes suggestions, is oriented in the issues of the research topic, applies this knowledge in the presentation of the material, but there are comments when answering the questions posed. There is a positive feedback from the manager for the job.

8.4. A "satisfactory" grade is given when: the work is of a research nature, contains a theoretical part, indicating the student's knowledge of the theory and practice of financial management in general; It is based on practical material, but the analysis is superficial, there is an inconsistency in the presentation of the material, and unsubstantiated proposals are presented. When defending the work, the student shows uncertainty, shows poor knowledge of the issues of the topic, does not give a complete reasoned answer to the questions asked. The supervisor's feedback contains comments on the content of the work and/or the method of analysis.

8.5. An "unsatisfactory" grade is given if: the work is not of a research nature, it lacks conclusions, or they are declarative in nature. When defending the work, the student finds it difficult to answer the questions posed, while making significant mistakes. There are critical remarks in the manager's review.

**LIST**

**recommended topics of final qualification (bachelor's) works for full-time students studying in the direction 38.03.02 "Management", profile "Business Administration" (in English)**

* 1. Development of a change management system in the organization.
	2. Development of a management system based on the "knowledge management" model and the principles of a learning organization.
	3. Development of recommendations for the effective use of modern information technologies in the management of an enterprise (organization).
	4. Development of recommendations for the reorganization of enterprise management based on the use of new organizational forms and structures.
	5. Development of a process management system for the organization (with options: reengineering of business processes; description of basic business processes, etc.)
	6. Development of recommendations for the creation of a product (service) quality management system at the enterprise.
	7. Development of recommendations for the creation of a project management system at the enterprise.
	8. Development of recommendations for the implementation of flexible management methods in the activities of organizations
	9. Development of recommendations to improve the quality and ensure the competitiveness of the organization's products (services) based on ISO standards.
	10. Development of an effective system for the development and adoption of managerial decisions at the enterprise (organization).
	11. Development of recommendations for the construction and development of an effective business communication system at the enterprise (in the organization).
	12. Development of proposals for the formation of an optimal strategy of an enterprise (organization).
	13. Development of an optimal system of strategic management of an enterprise (organization).
	14. Development of a strategic management system based on the Balanced Scorecard (BSC).
	15. Development of an enterprise management system based on the allocation of strategic business units.
	16. Formation of competitive (additional competitive) advantages of an enterprise (organization).
	17. Management of the competitiveness of an enterprise (organization) or its products (services).
	18. Development of recommendations to increase the competitiveness of an enterprise (organization) on the basis of ... (e.g., implementing a customer relationship management system).
	19. Improvement of the organization and stimulation of sales of the product (service) of the enterprise.
	20. Development of proposals for the creation and use of a brand in the activities of a sports and physical culture enterprise
	21. Development of a new product (service) and its introduction to the market.
	22. Development of an effective strategy for managing the financial activities of an enterprise (organization).
	23. Development of a system for managing the financial flows of an enterprise (organization).
	24. Organization of production of the product (services) of enterprises.
	25. Development of recommendations for the creation of an operational management system at the enterprise.
	26. Development of recommendations for the construction and development of a logistics system at the enterprise (in the organization) (inventory management system, warehousing, transport service - as options).
	27. Enterprise Productivity Management.
	28. Development of proposals to optimize the work of the personnel management service of an enterprise (organization).
	29. Development of proposals for the creation of a system of in-house training and advanced training of personnel at the enterprise.
	30. Development of recommendations for the creation of an information support system for the personnel management process at the enterprise (in the organization).
	31. Development of recommendations on the use of foreign practice of effective human resource management systems in Russian enterprises (organizations).
	32. Development of recommendations for the organization of social partnership at the enterprise.
	33. Development of recommendations for improving the organization of social management infrastructure at enterprises.
	34. Development of proposals to improve the use of corporate principles and norms in the management of a joint-stock company.
	35. Development of recommendations for the optimization of organizational and legal forms of corporate governance at enterprises.
	36. Improvement of the corporate governance system of an enterprise (organization)
	37. Development of recommendations for crisis management and bankruptcy prevention at the enterprise.
	38. Development of measures for restructuring and crisis management at the enterprise.
	39. Development of recommendations to improve the efficiency of enterprise management.
	40. Development of proposals to increase the investment attractiveness of an enterprise (organization).
	41. Development of a project of the company's SMM strategy.
	42. Improvement of the company's international expansion strategy.
	43. Improvement of the innovation strategy of the company (organization)
	44. Development of a system of digital communications of enterprises (organizations).
	45. Development of ways to increase the competitiveness of an enterprise (organization).
	46. Development of a strategy for promoting a new product to the market.
	47. Development of measures to improve the quality of services provided by organizations.
	48. Development of the company's operational strategy for the implementation of digital technologies
	49. Development of a digitalization strategy for the enterprise
	50. Implementation of the corporate entrepreneurship system in the company's activities
	51. Development and implementation of a sustainable development strategy for an enterprise (organization)
	52. Development of a strategy for the internationalization of companies in emerging markets
	53. Development of a strategy for entering foreign markets for small and medium-sized firms

Appendix 1

|  |  |  |
| --- | --- | --- |
| FINANCIAL UNIVERSITYDepartment of Public Finance  |  | Head of DepartmentS.P. Solyannikova, PhD in Economics, Associate Professor |
|  (name of department) |  | (Surname, Academic Degree, Academic Title) |
|  |  |  |
| **AGREED** |  | (Student's surname) |
| "\_\_\_"\_\_\_\_\_\_\_ 20\_\_ \_\_\_\_\_\_\_\_\_\_ |  |  |
|  (date) (sign) |  | (faculty name) |
|  |  |  |
|  |  |  (study group No.) |
|  |  | Student's phone number\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Student's e-mail\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**Application**

I ask you to assign me the topic of the GQW "\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_".

"\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_\_\_20\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (student's signature)

Agreed:

Scientific Supervisor of the GQW

\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (sign) (full-name)

"\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

Appendix 2

|  |  |
| --- | --- |
| FINANCIAL UNIVERSITYDepartment of Public Finance  |  CLAIMEDScientific Supervisor of the Final Qualification Work |
|  (name of department) |  |
|  |  (position)  |
|  | (sign) (full-name) |
|  | "\_\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_ |

**TASK**

**for the final qualification work**

|  |
| --- |
| for students  |
| (last name, first name, patronymic) |

Topic of the final qualification work

|  |
| --- |
| « |
|  » |

fixed by the order of the Financial University dated "\_\_\_" \_\_\_\_\_\_\_ 20\_\_ No. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |
| --- | --- |
| Target Setting: |  |
|  |
|  |

Main issues to be developed (studied):

|  |
| --- |
| 1. |
|  |
| 2. |
|  |
| 3. |
|  |
|  |

*The main literature is indicated in the Appendix to the assignment*

Assignment Issue Date "\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

Assignment received: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(signature, full-name of the student)

Appendix 3

Federal State Educational Budget Institution of higher education

**Financial University under the Government of the Russian Federation**

**(Financial University)**

**SUPERVISOR REVIEW**

**about the student's work during the preparation of the final qualification**

**Bachelor's Degree Work**

Student\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (last name, first name, patronymic)

Faculty of Higher School of Management

Department of Management

Field of study \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Profile\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Topic\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Scientific Supervisor\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (name, patronymic, surname, position, academic title, degree)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Compliance of the stated goals and objectives with the GQW topic:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Compliance of the results obtained with the stated goals and objectives:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. Ability to conduct research in professional activity (ability to analyze, master research methods and presentation of results):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. Characteristics of the use of mathematical tools, mathematical modeling, calculations, statistical methods, packages of special application programs, etc.:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5. Availability of specific proposals and recommendations formulated in the GQW, the value of the results obtained:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6. Degree of independence when working on the GQW (independence of presentation and generalization of the material, independent interpretation of the results obtained, validity of conclusions):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. Formation of competencies in the course of work at the GQW: competencies provided for by the State Final Attestation Program and subject to assessment in the course of the GQW are formed (not formed):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

8. Share (%) of borrowings in the GQW:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9. Disadvantages of the student's work during the preparation of the GQW:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

10. A GQW meets (does not meet) the requirements for a GQW and can (cannot) be recommended for defense at a meeting of the SEC:

|  |
| --- |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (name of the Scientific Supervisor)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(signature of the Scientific Supervisor) |

\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

 Appendix 4

Federal State Educational Budget Institution of higher education

**Financial University under the Government of the Russian Federation**

**(Financial University)**

**SUPERVISOR REVIEW**

**on the joint work of students during the preparation of the collective final qualification work on the bachelor's program**

Group of students: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (last name, first name, patronymic)

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (last name, first name, patronymic)

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (last name, first name, patronymic)

Faculty of Management

Department of Management

Field of study \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Profile\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Topic\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Scientific Supervisor\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (name, patronymic, surname, position, academic title, degree)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Compliance of the stated goals and objectives with the GQW topic:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Compliance of the results obtained with the stated goals and objectives:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. Ability to conduct research in professional activity (ability to analyze, master research methods and presentation of results):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. Characteristics of the use of mathematical tools, mathematical modeling, calculations, statistical methods, packages of special application programs, etc.:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5. Availability of specific proposals and recommendations formulated in the GQW, the value of the results obtained:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6. Degree of independence when working on the GQW (independence of presentation and generalization of the material, independent interpretation of the results obtained, validity of conclusions):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. Formation of competencies in the course of work at the GQW: competencies provided for by the State Final Attestation Program and subject to assessment in the course of the GQW are formed (not formed):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

8. Share (%) of borrowings in the GQW:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9. Disadvantages of students' work during the preparation of the GQW:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

10. A GQW meets (does not meet) the requirements for a GQW and can (cannot) be recommended for defense at a meeting of the SEC:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |
| --- |
| (full name of the Scientific Supervisor)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(signature of the Scientific Supervisor) |

\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

Appendix 5

Federal State Educational Budget Institution of higher education

**Financial University under the Government of the Russian Federation**

**(Financial University)**

Faculty of Management

Department of Management

Graduation Qualification Work

Topic: "\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_"

Field of study \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Profile\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Completed by the student

 Group\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (study group number)

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (last name, first name, patronymic) (sign)

 Scientific Supervisor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (academic degree and/or title)

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (last name, first name, patronymic) (sign)

 **The GQW corresponds to the requirements**

 **Requirements**

 Head of Department

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (academic degree and/or title)

 \_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 (sign) (surname)

 "\_\_\_\_" \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

Moscow – 20\_\_

1. Legitimate borrowing is the use of a part of the necessary text with the obligatory indication (reference) of the true author and the source of borrowing (see: On plagiarism in dissertations for academic degree. - 2nd edition, revised and supplemented. - Moscow: MII, 2015. - P. 16). [↑](#footnote-ref-1)