

**Federal State Educational Budgetary Institution of Higher Education
"FINANCIAL UNIVERSITY UNDER THE GOVERNMENT OF THE
RUSSIAN FEDERATION"
(Financial University)**

**Department of Management and Innovation
Faculty of Higher School of Management**

STATE FINAL ATTESTATION PROGRAM

for students studying in the direction of preparation
38.04.02 "Management", the focus of the program
magistracy "Management and International Business / Management and International
Business"

*Recommended by the Academic Council of the Faculty Graduate School of Management
(protocol № 24 dated 24.11.2022.)*

*Approved by the Council of the Educational and Scientific Department of Management and
Innovation
(protocol № 06 dated 26.10.2022 .)*

Moscow 2022

The list of competencies to be assessed during the state final certification for students studying in the field of study 38.04.02 "Management", the focus of the master's program "Management and International Business / Management and International Business", 2021, 2022 admission (full-time education)

Code and name of competence	The form of the state final certification, within the framework of which the formation of competence is checked
1	2
Universal competencies:	
General scientific competencies:	
УК-1 – the ability for abstract thinking, critical analysis of problem situations based on a systematic approach, development of an action strategy	State examination
Instrumental competencies:	
УК-2 – the ability to apply communication technologies, to speak a foreign language at a level that allows them to carry out professional and research activities, incl. in a foreign language environment	State examination, qualification work (master's thesis)
Social and personal competencies:	
УК-3 – the ability to determine and implement the priorities of one's activity by the importance of tasks, methods for increasing their effectiveness	State examination
УК-4 – ability to organize interpersonal relationships and intercultural interaction, taking into account the diversity of cultures	State examination, qualification work (master's thesis)
УК-5 – the ability to manage the work of the team, make organizational and managerial decisions to achieve the goal and be responsible for them	
System competencies:	
УК-6 – ability to manage a project at all stages of its life cycle	State examination, qualification work (master's thesis)
УК-7 – ability to conduct scientific research, evaluate and formalize their results	qualification work (master's thesis)
Professional competencies of the direction:	
Theoretical and methodological	
ПКН-1 – the ability to identify problems and trends in the modern economy and solve professional problems based on knowledge (advanced level) of economic and management theory, as well as enrichment and critical analysis of current management practices	State examination, qualification work (master's thesis)
Прикладные	
ПКН-2 – the ability to apply modern methods and techniques for collecting, processing, and analyzing data, as well as determining and predicting the main socio-economic indicators of management objects	qualification work (master's thesis)
ПКН-3 – the ability to assess the effectiveness and efficiency of the organization as a whole and individual projects, to develop assessment methods and necessary indicators for this, taking into account risk	qualification work (master's thesis)

factors and conditions of uncertainty	
ПКН-4 – the ability to manage project and process activities in the organization, as well as the identity, evaluate and implement new market opportunities, manage material and financial flows, as well as all types of risks in the activities of economic systems	State examination, qualification work (master's thesis)
ПКН-5 – the ability to summarize and critically evaluate scientific research in management and related fields, carry out research projects and participate in the dissemination of economic and managerial knowledge	qualification work (master's thesis)
ПКН-6 – the ability to manage strategic changes in the activities of the organization, develop new areas of activity of the organization and the corresponding business models of organizations	State examination, qualification work (master's thesis)
Analytical	
ПКН-7 – The ability to independently make informed organizational and managerial decisions, evaluate their operational and organizational effectiveness, and social significance, and ensure their implementation	State examination, qualification work (master's thesis)
ПКН-8 – Ability to analyze, identify and effectively use human and social, and intellectual capital, as well as the knowledge accumulated by the organization, while applying the necessary leadership and communication skills	qualification work (master's thesis)
Additional competencies of the focus:	
ДКН-1 - Ability to use the tools of strategic analysis and improve the efficiency and effectiveness of companies	qualification work (master's thesis)
ДКН-2 - The ability to predict the development of the company, taking into account the needs of the international market and the capabilities of the organization	State examination, qualification work (master's thesis)
ДКН-3 - Ability to identify and evaluate new international market opportunities, form and evaluate business ideas, develop business models for creating new business	State examination, qualification work (master's thesis)
ДКН-4 - Ability to form strategies for the company's entry into international markets	

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APPROVE

Vice-rector for academic and
methodological work

_____ E.A.Kamenev

«__» _____ 2022

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

State examination program

for students studying in the direction of preparation
38.04.02 "Management", the focus of the program
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1. List of questions submitted for the state examination. List of recommended literature for preparing for the state exam

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

1. The main stages in the development of knowledge about the management of the organization. Main schools and directions.
2. Alternative models of the firm's behavior: profit maximization, sales maximization, growth maximization, and managerial behavior.
3. Risk and uncertainty. Sources of business risk. Calculation of various risk parameters. Measuring the degree of risk. Probability distribution.
4. Organization. Identification of essential features and modern approaches to its study: key idea, basic concepts, tools. New types of organizations: virtual, multidimensional, fractal, etc.
 5. Strategic process: sequence and tools of the strategic manager. Strategy adjustment.
 6. Corporate culture: management and formation technologies.
7. Comparative analysis of the life cycle of an organization, project, product, or technology. The main stages of the life cycle according to Adizes: are signs and management risks. Stages of the life cycle according to L. Greiner
 8. Criteria for the effectiveness of organization management: basic approaches and methodologies. The evolution of the financial approach
 9. Evaluation of the effectiveness of the organization: the evolution of an integrated approach. Organizational performance: BSC approach and Rampersad approach (personal strategy maps).
10. Change management. Main approaches: technologies and means of organization development. Resistance to change: methods of assessment, neutralization, elimination.
11. Management of technological and intellectual resources of the organization: approaches and technologies.

12. The knowledge economy and requirements for the management of intangible assets.
13. The concept and principles of building self-learning organizations. Socio-psychological features of the formation of a culture of a self-learning organization.
14. Research methods of employee satisfaction in the organization. Tools for managing the included behavior of different types of employees of the organization.
15. Innovation in the organization. The impact of innovations in the organization on the behavior of employees.
16. Analytical concepts of strategic analysis and management decision support. Typology of strategic analysis tools.
17. Analysis of methods and sources of acquiring sustainable competitive advantages.
18. Industry structure analysis: forecasting industry profitability, company positioning, and strategies for changing industry structure
19. Methods for analyzing key success factors. Strategic analysis of resources, abilities, and competencies according to R. Grant.
20. Analysis of competitors and market segmentation. Analysis of strategic groups. Concepts of strategic positioning of the company by M. Porter, D. Aaker, G. Mintzberg.
21. Study of changes in the external environment and strategic perspectives using scenario analysis methods. Strategic assessment and analysis of forecast scenarios for the future of the company, alignment with strategies, priorities, and goals.

22. Competition and market types. Competitive advantage analysis. Competitive advantage based on sensitivity to change.
23. Modern technologies of financial planning and forecasting (BSC, KPI, etc.).
24. Criteria for optimal financing: according to the structure of liabilities (financial leverage), according to the short-term structure of the balance sheet (liquidity criterion), according to the long-term structure of the balance sheet (rule of "left and right hand"), according to the price of capital (WACC).
25. Formation of economic profit and economic value added. EBITDA: features of the indicator and calculation algorithm.

List of recommended literature for preparing for the state examination:

Legislative and regulatory acts:

1. Гражданский кодекс Российской Федерации. Часть 1. Часть 2. Часть 4 (с посл. изм.).
2. Федеральный закон РФ «Об информации, информационных технологиях и о защите информации» 27.07.2006 № 149-ФЗ (с изм. и доп.)

Main literature:

1. Вахрушина, М.А., Стратегический управленческий учет + Приложение: Тесты : учебник / М.А. Вахрушина, М.И. Сидорова, Л.И. Борисова. — Москва : КноРус, 2019. — 183 с. — ISBN 978-5-406-07095-6. — URL: <https://book.ru/book/931890> (дата обращения: 06.11.2022). — Текст : электронный.
2. Теория организации и организационное поведение : учебник для магистров / В. Г. Антонов [и др.]; под редакцией О. Н. Громовой, Г. Р. Латфуллина, А. В. Райченко. — Москва : Издательство Юрайт, 2020. — 471 с. — (Бакалавр и магистр. Академический курс). — ISBN 978-5-9916-2918-8. — Текст : электронный // Образовательная платформа Юрайт [сайт]. — URL: <https://urait.ru/bcode/448103> (дата обращения: 06.11.2022). — Текст : электронный.

3. Маркетинг для магистров: учебник / В.В. Синяев [и др.]; Финуниверситет ; под ред. И.М. Синяевой. - Москва: Вузовский учебник, 2018. - 368 с. - Текст: непосредственный. - То же. - ЭБС ZNANIUM.com. - URL: <https://znanium.com/read?id=371579> (дата обращения : 03.11.2022). - Текст: электронный.

4. Томпсон А.А., Стрикленд А.Дж. Стратегический менеджмент. Искусство разработки и реализации стратегии: Учебник для вузов / Пер. с англ. под ред. Л.Г. Зайцева, М.И. Соколовой. — М. : Банки и биржи, ЮНИТИ, 2017. - 576 с. - ISBN 978-5-85173-059-5. - Текст : электронный. - URL: <https://znanium.com/catalog/product/1028918> (дата обращения: 06.11.2022). - Текст: электронный.

5. Менеджмент : учебник / О.В. Астафьева, Л.В. Волков, В.В. Жидиков [и др.] ; под ред. А.В. Трачука, К.В. Саяпиной. — Москва : КноРус, 2021. — 493 с. — ISBN 978-5-406-08471-7. — URL:<https://book.ru/book/940713> (дата обращения: 06.11.2022). — Текст : электронный.

additional literature:

6. Операционный менеджмент : учебник / А.А. Белайчук, С.А. Братченко, М.Ф. Гумеров [и др.] ; под ред. А.В. Трачука. — Москва : КноРус, 2023. — 360 с. — ISBN 978-5-406-10265-7. — URL:<https://book.ru/book/944931> (дата обращения: 06.11.2022). — Текст : электронный.

7. Корпоративная социальная ответственность. : учебник / Х.П. Харчилава, Б.С. Батаева, Е.Ю. Беляева [и др.] ; под ред. И.Ю. Беляевой, М.А. Эскиндарова. — Москва : КноРус, 2018. — 316 с. — ISBN 978-5-406-06096-4. — URL:<https://book.ru/book/927771> (дата обращения: 06.11.2022). — Текст : электронный.

8. Белокурова, М.Е., Методы принятия управленческих решений (в схемах и таблицах) : учебное пособие / М.Е. Белокурова, Т.В. Бутова, ; под ред. И.Ю. Беляевой, О.В. Паниной. — Москва : КноРус, 2023. — 230 с. — ISBN

978-5-406-10295-4. — URL:<https://book.ru/book/944942> (дата обращения: 06.11.2022). — Текст : электронный.

9. Основы бизнеса : учебник / Е.В. Арсенова, А.А. Воробьев, А.И. Дмитриева [и др.] ; под ред. А.В. Трачука, Н.В. Линдер. — Москва : КноРус, 2021. — 346 с. — ISBN 978-5-406-08659-9. — URL:<https://book.ru/book/940209> (дата обращения: 06.11.2022). — Текст : электронный.

10. Блинов, А. О. Управление изменениями : учебник для бакалавров / А. О. Блинов, Н. В. Угрюмова. - 2-е изд., стер. — Москва : Издательско-торговая корпорация «Дашков и К°», 2020. - 302 с. - ISBN 978-5-394-03539-5. - Текст : электронный. - URL: <https://znanium.com/catalog/product/1091830> (дата обращения: 06.11.2022). – Текст : электронный.

11. Финансовый менеджмент : учебник / С.В. Большаков, М.Г. Булатова, М.Н. Гермогентова [и др.] ; под ред. Е.И. Шохина. — Москва : КноРус, 2021. — 475 с. — ISBN 978-5-406-03193-3. — URL:<https://book.ru/book/936318> (дата обращения: 06.11.2022). — Текст : электронный.

12. Балдин, К. В. Управленческие решения: Учебник / Балдин К.В., Воробьев С.Н., Уткин В.Б., - 8-е изд. - Москва : Дашков и К, 2018. - 496 с.: ISBN 978-5-394-02269-2. - Текст : электронный. - URL: <https://znanium.com/catalog/product/327956> (дата обращения: 06.11.2022). – Режим доступа: по подписке. - Текст : электронный.

13. Карпова, С. В. Рекламное дело : учебник и практикум для прикладного бакалавриата / С. В. Карпова. — 2-е изд., перераб. и доп. — Москва : Издательство Юрайт, 2019. — 431 с. — (Бакалавр. Прикладной курс). — ISBN 978-5-9916-3912-5. — Текст : электронный // Образовательная платформа Юрайт [сайт]. — URL: <https://urait.ru/bcode/425227> (дата обращения: 06.11.2022). - Текст: электронный.

14. Незамайкин, В. Н. Финансовый менеджмент : учебник для бакалавров / В. Н. Незамайкин, И. Л. Юрзинова. — Москва : Издательство Юрайт, 2019. — 467 с. — (Бакалавр. Академический курс). — ISBN 978-5-

9916-3638-4. — Текст : электронный // Образовательная платформа Юрайт [сайт]. — URL: <https://urait.ru/bcode/425835> (дата обращения: 06.11.2022). - Текст : электронный.

15. Современные корпоративные стратегии и технологии в России : монография / И.Ю. Беляева, О.В. Данилова, Б.С. Батаева [и др.] ; под ред. И.Ю. Беляевой, О.В. Даниловой. – Москва : Финансовый ун-т, 2018. – 458 с. – ЭБС eLIBRARY.RU. – URL: <https://elibrary.ru/item.asp?id=34872020> (дата обращения: 05.11.2019). – Текст : электронный.

List of resources of the information and telecommunications network "Internet"

1. Электронная библиотека Финансового университета (ЭБ) <http://elib.fa.ru/>
2. Электронно-библиотечная система BOOK.RU <http://www.book.ru>
3. Электронно-библиотечная система «Университетская библиотека ОНЛАЙН» <http://biblioclub.ru/>
4. Электронно-библиотечная система Znanium <http://www.znanium.com>
5. Электронно-библиотечная система издательства «ЮРАЙТ» <https://www.biblio-online.ru/>
6. Деловая онлайн-библиотека Alpina Digital <http://lib.alpinadigital.ru/>
7. Научная электронная библиотека eLibrary.ru <http://elibrary.ru>
8. <http://www.garant.ru> - Сайт правовой системы «Гарант»
9. <http://www.spark-interfax.ru> - Система профессионального анализа рынков и компаний
10. <http://www.consultant.ru>- Справочно-правовая система «КонсультантПлюс».

1.2 Questions based on the content of the disciplines of the Master's program "Management and International Business"

1. The main content of international strategic management in multinational companies

2. Business strategies of international companies. The content of the business strategy and the identification and development of key competencies of multinational companies.

3. Competition in multilocal and global industries. Drivers of globalization of industries.

4. Components of the organizational design of multinational companies.
Modern organizational structures of multinational companies
5. Development of international corporate culture. Organizational culture of the corporation. Cross-cultural management.
6. Factors affecting the strategic and functional roles of subsidiaries of multinational companies. Strategic decisions of the corporate center and subsidiaries.
7. Roles of subsidiaries of multilocal and replication multinational companies.
The role of subsidiaries in global and transnational multinational companies
8. Expansion of the portfolio of subsidiaries as a result of the implementation of new projects.
9. Integration of subsidiaries of multinational companies. Management of related subsidiaries.
10. Types of international business transactions. International business transactions.
11. International production and scientific and technical cooperation.
International institutional integration
12. Penetration of companies into foreign economies. Justification of decisions on conducting operations in foreign markets and foreign industries.
13. Comparative advantages of acquiring an existing and creating a new enterprise abroad.
14. Mix of ways of conducting foreign operations. A combination of different ways of conducting foreign operations.
15. Advantages of international industrial cooperation. Choosing a cooperation partner. Planning of cooperation relations.
16. The concepts of "innovation", "innovation", "technology", and "knowledge". Sources, components, categories, and hallmarks of innovation.
17. The strategic role of innovation, technology, and knowledge in the development of companies. Competition and innovation.
18. Features of international innovation. Building strategic alliances for innovation.

19. The concept of international entrepreneurship and business. The main differences between international entrepreneurship and domestic. International Entrepreneurship Studies.

20. International business and globalization. The concept of international business. Importance of international business and stages of internationalization.

21. Goals of internationalization of the company. Ways of conducting international business transactions.

22. Models of internationalization of the company. The task of determining the degree of internationalization of the company. Model of gradual internationalization.

23. Studying the business environment of an international company. The structure of the description of the external environment of an international company

24. Comparison of business conditions in different countries. The structure of the description of the external environment of an international company.

25. Theories of business internationalization. Theoretical explanations of international trade. Specific advantages of countries and competitiveness of companies.

List of recommended literature for preparing for the state exam:

Main literature:

1. Александров Е.Л. Мировая экономика и международные экономические отношения = Global economy and international economic relations : Учебное пособие / Е.Л. Александров, В.Н. Круглов; Финуниверситет, Калужский филиал. - Москва: Финуниверситет, 2017. - 1 CD. – ЭБ Финуниверситета. - URL: http://elib.fa.ru/fbook/Aleksandrov_1806.pdf. - Текст : электронный.

2. Международные расчеты = International payments: Учебное пособие / Финуниверситет, Каф. "Мировые финансы" ; под ред. О.В. Игнатовой. - Москва: Финуниверситет, 2016. - 108 с. – Текст : непосредственный. - То же. - ЭБ Финуниверситета. - URL: <http://elib.fa.ru/rbook/ignatova.pdf>. - Текст : электронный.

additional literature:

3. Пузикова, Е. А. Внешнеэкономическая деятельность предприятия : учебное пособие / Е. А. Пузикова, В. В. Свечникова, Н. И. Тришкина. - 3-е изд., стер. - Москва : ФЛИНТА, 2018. - 131 с. - ISBN 978-5-9765-3938-9. - Текст : электронный. - URL: <https://znanium.com/catalog/product/1860947> (дата обращения: 06.11.2022). – Режим доступа: по подписке. – Текст : электронный.

4. Замышляев О. Матрица перемен: Как повысить эффективность изменений в компании / О. Замышляев. - Москва: ООО "Альпина Паблишер", 2016. - 126 с. – ЭБС ZNANIUM.com. - URL: <http://znanium.com/catalog/product/914281> (дата обращения: 13.07.2020). - Текст : электронный.

5. Басовский, Л. Е. Современный стратегический анализ : учебник / Л. Е. Басовский. - Москва : ИНФРА-М, 2019. - 256 с. - (Высшее образование: Магистратура). - ISBN 978-5-16-005655-5. - Текст : электронный. - URL: <https://znanium.com/catalog/product/1002356> (дата обращения: 06.11.2022). - Текст: электронный.

List of resources of the information and telecommunications network "Internet"

1 Консультант плюс [электронный ресурс] – Режим доступа: URL <http://www.consultant.ru/online/>

2 Электронная версия журнала «Секрет фирмы» [электронный ресурс] / Банк решений. Режим доступа: URL <http://www.kommersant.ru>

3 Электронная версия журнала «Harvard Business Review [электронный ресурс] – Россия». - Режим доступа: URL <http://hbr-russia.ru/>

4 Сайт Всемирного банка [электронный ресурс]. - Режим доступа: URL <http://www.worldbank.org>

5 Сайт ВТО [электронный ресурс]. - Режим доступа: URL <http://www.wto.org>

3. Examples of practice-oriented tasks

Task № 1.

Condition

One of the key factors of international business is the analysis of the project at the initial stage, the definition of zones for adapting the product to the new market.

When analyzing the project, the manager pays attention to the need for this product on the market, the presence/absence of market analogs, the possibility of adapting the product; the feasibility of this project in the context of transport costs, the ability to organize production, the availability of qualified specialists and managers.

Your team of trainees should analyze the possibilities of implementing business projects proposed by the company's regional managers.

1. Selling franchises to open fitness clubs in the Middle East.
2. Import of French wine to China.
3. Joint venture for tailoring fashionable linen clothes in Italy.
4. Organization of ecological tourism in Yakutia.
5. Opening a network of orthopedic salons in India.

task:

1. Rank the proposals based on the potential long-term viability of each.
2. Make a list of the pros and cons of each proposal.
3. Explain how key strengths can be exploited and weaknesses can be overcome.

Task № 2.

What, in your opinion, are the main difficulties that company managers face in assessing and choosing countries for doing business?

What actions or events enable companies to overcome barriers to entry into new markets? How important is a reliable partner for overseas activities? Analyze whether it is possible to rely on a partner and enter the market with medium and high-risk scores.

task № 3.

condition:

In 2019, the Fortune Global 500 ranking of the world's largest corporations included 61 Chinese companies¹ (in 2010 there were 46 and in 2005 - 16). The Celestial Empire's business is developing rapidly, but with the globalization of brands, the situation is not so clear.

Published in May 2019, the BrandZ Top 100 Most Valuable Brands¹ (compiled by London-based research agency Millward Brown) contains a total of 12 brands of Chinese origin. Among them are mobile operators (China Mobile, China Telecom), banks (Commercial Bank of China, China Construction Bank, Agricultural Bank of China), insurance companies, the Chinese search engine Baidu (China's main website search engine), and the largest Internet provider Tencent. In 2018, the list included 7 brands, in 2016 - only one.

At the same time, no Chinese brand was included in another authoritative ranking - Interbrand's Best Global Brands, published at the end of 2017. This contradiction is explained by the methodology underlying the rankings. The list of selection criteria used by Interbrand includes at least 30% of brand revenue from abroad, no more than 50% from one continent, and a presence on at least 3 continents. The revenue of Chinese companies is provided by the size of the Chinese market, and not by the global distribution of brands.

However, this does not bother Millward Brown specialists, who do not require foreign income to be included in the rating (although they include them in the calculations - if available), since they believe that the rapid expansion of Chinese brands is inevitable: Bank of China has 122 representative offices abroad, Baidu is used in Japan, etc. However, outside of China, buyers find it difficult to name even a few Chinese brands.

task:

Answer the following questions:

1. What Chinese brands do you know?
2. What do you think are the reasons behind the global brand awareness of Chinese companies?
3. What steps should Chinese businessmen take to correct the situation? And is it worth fixing? Or is the absence of global brands not too critical against the backdrop of economic success, and their creation will not lead to the formation of competitive advantages?

task№ 4.

condition:

Experts distinguish two types of international strategies for the development of a company - multinational and global.

The multinational strategy consists in adapting the strategic approach to the conditions of each country where the firm operates. This means setting up legally independent companies in the target countries, and developing private strategies appropriate to the conditions of the given country, with little or no coordination within the multinational companies as a whole.

The main goal of a multinational strategy is to ensure compliance with the country's local conditions, and not a competitive advantage on a global or even national scale, as for a global strategy.

The more diverse the conditions of national markets, the more preferable a multinational strategy; global strategies are preferable for industries competing globally. Global competition exists where competitive conditions in national markets are so intertwined as to form a truly international market, and where leading competitors compete directly with each other in many different countries.

Although there are slight differences in strategies in each market due to the need to adapt to its specific conditions, the basic competitive approach remains the same for all countries where the company operates. Moreover, the global strategy includes: integrating and coordinating the strategies of companies around the world; sales in most or all countries where there is significant consumer demand.

task:

Answer the following questions:

1. Give examples of companies using global and multinational strategies.

Which industries are characterized by these strategies?

2. Complete the table

Characteristic	Multinational Strategy	Global strategy
strategic arena		
Business strategy		
Product strategy		
Sources of supply of raw materials and components		
Production strategy		
Sales and distribution strategy		
The organizational structure of the company		
Strategic ties between countries		
Advantages of the chosen strategy		
Disadvantages of the chosen strategy		

3. Recommendations for students on preparing for the state exam

Preparation for passing the state exam must begin with familiarization with the list of questions submitted for the state exam. Use the recommended required and additional literature, as well as lecture notes that you have compiled when preparing your answers.

During the preparation for the exam, it is recommended, in addition to lecture material, textbooks, and recommended literature, to also view tasks completed in the learning process for individual and independent work, tasks, laboratory, and term papers.

When preparing, it is advisable to make extracts and notes on separate sheets of paper marked with the question or topic number. If necessary, in the process of preparing answers to questions, it is necessary to note the changes that have occurred in the legislation, to link theoretical problems with today's practice and experience gained during the internship.

In case of difficulties in preparing for the state exam, please contact the teacher for appropriate explanations. It is obligatory to attend consultations and review lectures that are held before the state examination.

4. Criteria for evaluating the results of passing state exams

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

The maximum number of points (5 points) for answering the theoretical question of the examination paper is given if the student deeply and fully reveals the theoretical and practical aspects of the question, shows a creative approach to its presentation, and demonstrates the debatability of this issue, as well as deeply and fully reveals additional questions.

The number of points for answering the theoretical question of the examination card is reduced if the student does not fully cover the key points of the question, finds it difficult to substantiate certain provisions more deeply, and also finds it difficult to answer additional questions on this issue.

The minimum number of points (3 points) for the answer to the theoretical question of the examination ticket is set if the student does not disclose the main points of the question, the logic of the presentation is broken, and the answers are not always specific.

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

Criteria for assessing the skills of graduates in the course of solving complex

practice-oriented tasks:

The maximum number of points (5 points) is given if the graduate has fully coped with the implementation of a complex practice-oriented task, substantiating the results obtained.

The number of points is reduced if a complex practice-oriented task is completed, but inaccuracies are allowed in substantiating the results.

The minimum number of points (3 points) is given if the complex practice-oriented task is completed, the correct course of the solution is outlined, but errors were made in the process of calculations, calculations, and incorrectly formulated conclusions.

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

Before the procedure for discussing the answers of the examinees, each member of the state examination committee puts his mark for each student, using the sum of the points received after filling out the student's assessment sheet. Further, the state examination commission considers each graduate separately: the final grade is the arithmetic average of the sum of grades given by each member of the commission.

**"FINANCIAL UNIVERSITY UNDER THE GOVERNMENT OF THE
RUSSIAN FEDERATION"
(Financial University)**

**Department of Management and Innovation
Faculty of Higher School of Management**

**Guidelines for the preparation and defense of qualification work (master's
thesis) by students**

for students studying in the direction of preparation
38.04.02 "Management", the focus of the program
magistracy "Management and International Business / Management and International
Business"

*Recommended by the Academic Council of the Faculty Graduate School of Management
(protocol № 24 dated 24.11.2022.)*

*Approved by the Council of the Educational and Scientific Department of Management and
Innovation
(protocol № 06 dated 26.10.2022 .)*

Moscow 2022

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1. General provisions

1.1. Methodical recommendations are developed based on:

- The educational standard of higher education of the FGOBU VO "Financial University under the Government of the Russian Federation" in the direction of preparation 38.04.02 "Management" (master's level);
- GOST R 7.05-2008 (Bibliographic reference);
- GOST 7.0.100-2018 (Bibliographic record. Bibliographic description. General requirements and compilation rules);

1.2. Methodological recommendations are intended for students studying in the direction of preparation 38.04.02 "Management", the focus of the master's program "Management and International Business / Management and International Business"

2. Determination of the topic of the final qualifying work

2.1. The list of topics for graduation qualification papers (hereinafter referred to as qualification work (master's thesis)) is annually formed by the department together with representatives of employers, and approved at a meeting of the department.

The Department brings to the attention of students the list of topics of the qualification work (master's thesis) by posting information on the information and educational portal of the Financial University (hereinafter referred to as the IEP).

The choice of the topic is carried out by the students independently, taking into account scientific interests, the relevance of the topic, its practical significance, the availability of literature, and regulatory legal support.

The student has the right to propose his topic of the qualification work (master's thesis) by writing an application addressed to the head of the department with the rationale for the expediency of its development. When considering the initial topic of the qualification work (master's thesis), the head of the department has the right to reasonably reject or edit it.

2.2. The student chooses the topic of the qualification work (master's thesis) by submitting a written application for fixing the topic of the qualification work (master's thesis) addressed to the head of the department in the form according to Appendix 1.

The Department assigns topics to the leaders of the qualification work (master's thesis) on their scientific interests and time standards for calculating the volume of academic work of the teaching staff. The application for fixing the topic of the qualification work (master's thesis) is agreed upon with the potential head of the qualification work (master's thesis) and the head of the department.

2.3. The choice of the qualification work (master's thesis) topic is carried out within the time limits established by clause 2.5. Regulations on the final qualifying work on the master's program at the Financial University.

2.4. The Department is preparing a draft order on assigning the leaders of the qualification work (master's thesis) to the students, indicating the topics of the qualification work (master's thesis).

The leaders of the qualification work (master's thesis) and the topics of the qualification work (master's thesis) are assigned to students by order of the Financial

University within the time limits established by clause 2.7 of the Regulation on the final qualifying work for the master's program at the Financial University.

2.5. The terms for changing/clarifying the topic of the qualification work (master's thesis) are established by clause 2.8 of the Regulations on the final qualifying work for the master's program at the Financial University.

3. Management and control of qualification work (master's thesis) preparation

3.1. The direct supervision of the qualification work (master's thesis) is carried out by the head from among the faculty of the department.

The duties of the head of the qualification work (master's thesis), as defined by clause 3.2 of the Regulations on the final qualification work for the master's program at the Financial University, include:

- advising the student on the schedule for the preparation of the qualification work (master's thesis);

- development of a task for the qualification work (master's thesis) in the form of Appendix 2;

- assistance in the preparation of the qualification work (master's thesis) plan and schedule for its implementation;

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

 - assistance in choosing a research methodology;

- conducting systematic consultations with students on the issues of work, providing qualified recommendations on the content of the qualification work (master's thesis);

- constant monitoring of the progress of qualification work (master's thesis) implementation by the plan and schedule for its implementation;

- monitoring the quality of the preparation of the qualification work (master's thesis) and deciding on the placement of the completed qualification work (master's thesis) by students at the IEP;

- informing the head of the department in case of non-compliance by the student with the schedule for preparing the qualification work (master's thesis);

- advising the student in preparing a presentation and report for the defense of the qualification work (master's thesis);

- submission of a written review of the work of the student during the preparation of the qualification work (master's thesis) in the form of Appendix 3. If one qualification work (master's thesis) is completed by several students, the review is compiled in the form of Appendix 4;

 - posting a review on the IEP;

- presence in the defense of the students of the qualification work (master's thesis) (provided that the head is not busy in the classroom work).

3.2. The obligations of the student are determined by clause 3.6 of the Regulations on the final qualification work for the master's program at the Financial University.

The student is obliged:

- develop and agree with the head of the qualification work (master's thesis) preparation plan;

- systematically work on the qualification work (master's thesis) by the established

deadlines and requirements, using the methodological recommendations of the department;
regularly communicate with the supervisor of the qualification work (master's thesis) and inform him about the work done;
submit to the qualification work (master's thesis) within the established time limits.

4. Structure and content of the qualification work (master's thesis)

4.1. The requirements for the qualification work (master's thesis), its structure, and content are defined in clauses 4.1 and 4.2 of the Regulations on the final qualifying work for the master's program at the Financial University.

4.2. The final qualifying work should include:

- title page (Appendix 5);
- table of contents;
- introduction;
- the main part, structured into chapters and paragraphs;
- conclusion;
- list of sources used;
- applications (if any).

The introduction of the qualification work (master's thesis) should contain a rationale for the relevance of the topic, the purpose and objectives, the subject and object of the study, the degree of development of the topic, the range of problems under consideration, and a brief overview of the sources used. The purpose of the qualification work (master's thesis) should be aimed at substantiating proposals and recommendations for solving the identified problems based on the study of the chosen topic. The tasks of the qualification work (master's thesis) determine its content. The volume of the introduction of the qualification work (master's thesis) is 2-3 pages.

The main part of the qualification work (master's thesis) contains, as a rule, three chapters, incl. theoretical (methodological) and practical. Each chapter consists of two or more paragraphs. The title of the chapter should not repeat the title of the topic, and the title of the paragraphs should not repeat the titles of the chapters. Paragraphs are not divided into parts.

The first chapter of the qualification work (master's thesis) discusses the theoretical, methodological, and historical aspects of the research topic, in particular, theoretical concepts, concepts, verifications, and debatable issues. When writing a chapter, it is not enough to confine oneself to describing the points of view of various authors on the problem under consideration. The task is to formulate the author's position based on their study. The writing of the first chapter is carried out based on selected sources of literature, and regulatory legal acts.

The volume of the first chapter should be 20-30% of the total volume of the qualification work (master's thesis). The first chapter ends with a rationale for the need for the analytical part of the work.

The second chapter, which can be defined as analytical, analyzes the features of the object and subject of research, as well as the practical aspects of the problems considered in the first chapter, and evaluates the results obtained. The analysis should be carried out for a period of at least 3 years. Such a retrospective analysis allows: to study the dynamics of the processes under study; identify trends and patterns of development; give them an objective assessment; identify the causes of the current situation; identify ways to address deficiencies. The practical part of the work should contain calculations independently carried out by the student, compiled illustrative material: drawings (graphs, diagrams, diagrams), and tables. All illustrative material should be analyzed and used to confirm the conclusions on the problem under study.

The study of the issues of the topic is carried out using general methods of scientific knowledge: empirical (comparison, collection, and study of data) and statistical research (index, correlation, dispersion, time series, generalizing indicators), synthesis of theoretical and practical material, formal logic. The analysis carried out should contain conclusions based on its results.

The volume of the second chapter should, as a rule, be 20-40% of the total volume of the qualification work (master's thesis).

The third chapter discusses and substantiates the directions for solving the identified problems, suggests ways to solve the problem under study (under development), and specific practical recommendations and proposals for improving the studied (under

development) phenomena and processes (if the qualification work (master's thesis) consists of two chapters, the indicated content of the third chapter is reflected in the second practical chapter). This chapter should draw independent conclusions and present economic calculations.

The volume of the third chapter should, as a rule, be 15-25% of the total volume of the qualification work (master's thesis).

When preparing the main part of the final qualifying work, references to the sources used (scientific, methodological, or educational literature, etc.) are obligatory. The presence of references indicates the quality of the study of the topic and the scientific conscientiousness of the author of the work. Reproduction of material without indicating the source is classified as plagiarism.

The conclusion of the qualification work (master's thesis) is its final part, which contains the conclusions and proposals obtained during the study. At the same time, conclusions that do not follow from the results and content of the qualification work (master's thesis) are not allowed. The volume of the conclusion is 3-5 pages.

The conclusion is used in the preparation of the report for the defense of the qualification work (master's thesis).

The list of sources used should contain information about regulatory legal acts, educational, methodological, and scientific publications (in Russian and foreign languages), publications in periodicals, as well as databases, information and reference systems, and Internet resources used during the implementation of the qualification work (master's thesis). To write a paper, a student must use at least 60 sources.

As part of the applications, tables and figures (graphs, diagrams) can be presented, allowing to reveal of the topic that is of auxiliary importance for the text of the work but not included in its main part.

The volume of the final qualifying work is less than 80 pages, excluding applications (for a collective qualification work (master's thesis) - 120-180 pages, excluding applications).

The requirements for the design of the qualification work (master's thesis) are considered in clause 6 of these Guidelines.

5. The procedure for the preparation of the qualification work (master's thesis)

5.1. The student performs the qualification work (master's thesis) according to the schedule drawn up jointly with the supervisor. The deadlines for preparing and submitting work to the department are established by the order of the Financial University.

The Department constantly monitors the progress of qualification work (master's thesis) preparation. At the meetings, the department and scientific supervisors regularly inform about the preparation by students of the qualification work (master's thesis) and compliance with the established schedule.

5.2. The student is obliged to place the completed and drawn up by methodological recommendations of the Department of the qualification work (master's thesis) in electronic form on the IEP no later than 10 calendar days before the start of the State Examination according to the calendar schedule, annually approved by the order on the organization of the educational process.

If the student has not placed the electronic format of the master's thesis on the IEP within the established timeframe, the head of the department immediately informs the dean of the faculty by a memo about the need to prepare a draft order for the expulsion of the student from the Financial University as having failed to fulfill the obligations for the conscientious development of the educational program and the implementation of the curriculum.

5.3. The supervisor of the qualification work (master's thesis), after posting the completed qualification work (master's thesis) on the IEP, draws up a written review of the work of the student during the preparation of the qualification work (master's thesis) and places it on the IEP. The supervisor ensures that the student is familiarized with the review no later than 5 calendar days before the date of the defense of the qualification work (master's thesis).

If borrowings in the Antiplagiat. vuz system is detected in the amount of more than 15%, the head of the qualification work (master's thesis) analyzes the text for compliance with the norms of lawful borrowing and decides on the legality of using the borrowed text in the qualification work (master's thesis). An expert assessment of the level of the author's text in the qualification work (master's thesis) is reflected in the review of the head of the qualification work (master's thesis). In case of revealing facts of illegal borrowing, the qualification work (master's thesis) is returned by the head of the qualification work (master's thesis) for revision to the student.

The paper in printed and bound form, corresponding to the electronic version posted on the IEP, is signed by the student, the head of the paper, and presented to the student along with the student's written permission to post the paper on the IEP, the head of the paper and the report on checking for borrowings according to the Antiplagiat. vuz system to the department no later than 5 calendar days before the date of the defense of the qualification work (master's thesis).

The responsible person for the department registers the qualification work (master's thesis) in the qualification work register indicating the date and signing for its receipt.

The head of the department, in the presence of a written review of the supervisor of the qualification work (master's thesis), decides on the admission of the student to the defense of the qualification work (master's thesis).

Receiving a negative review from the supervisor of the qualification work (master's thesis) is not an obstacle to presenting the qualification work (master's thesis) for defense.

5.4. If the student did not submit the qualification work (master's thesis) in hard copy to the department within the established timeframe, the head of the department immediately informs the dean of the faculty with a memo about the need to prepare a draft order for the expulsion of the student from the Financial University as having failed to fulfill the obligations for the conscientious development of the educational program and the implementation of the curriculum.

6. requirements for the formalization of a master's thesis

6.1. ВКР оформляется в соответствии с ГОСТ Р 7.0.5-2008 (Библиографическая ссылка); ГОСТ 7.32-2001 в ред. Изменения №1 от 01.12.2005, ИУС № 12, 2005) (Отчет о научно-исследовательской работе); ГОСТ 7.1-2003 (Библиографическая запись. Библиографическое описание. Общие требования и правила составления).

6.2. Only stitched works are accepted for protection. The qualification work (master's thesis) is drawn up using a computer and must be printed on standard sheets of A4 white paper, on one side (without turnover), with one-and-a-half line spacing. The font is Times New Roman, black, size No. 14.

6.3. The text of the qualification work (master's thesis) should be printed, observing the following margins: right - 10 mm, top and bottom - 20 mm, and left - 30 mm.

6.4. The qualification work (master's thesis) consists of the following structural elements: introduction, conclusion, list of references, and appendix(s). The words "INTRODUCTION", "CONCLUSION", "LIST OF USED SOURCES", and "APPENDIX" should be placed in the middle of the text field, without quotes, without underlining, and without putting a dot at the end of the heading.

6.5. The chapters of the work should be numbered in Arabic numerals and written with a paragraph indent.

6.6. Paragraphs should be numbered with Arabic numerals within each chapter. The paragraph number must consist of the chapter number and the paragraph number, separated by a dot.

6.7. Graphs, schemes, and diagrams are located directly after the text that has a link to them and is aligned to the center of the page. The name of graphs, charts, and diagrams is placed under them, written without quotation marks, and contains the word "Figure" without quotation marks and an indication of the serial number of the figure, without the sign No. For example Figure 1. The title of the figure.

6.8. Tables are located directly after the text that has a link to them (aligned to the center of the page). Tables are numbered in Arabic numerals through numbering throughout the work (Table 1. Title).

6.9. Applications should start on a new page, and be located and numbered in the order in which they are referenced in the text. Applications must have a heading indicating the word "Application" (without quotes), its serial number, and titles.

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

Each chapter of the work should begin on a new page.

Paragraphs are not divided into parts.

Applications are not included in the established volume of the qualification work (master's thesis), while the pages are numbered.

6.11. For footnotes, the font is Times New Roman, black, size No. 12, single-spaced. Footnotes should be numbered in Arabic numerals, following continuous numbering throughout the text.

6.12. The completed work is signed by the student:

on the title page;

after the conclusion, the following is written:

"This work was done by me"

« ___ » _____ 20__ г.

(date of submission of work - filled in by hand)

(author's signature)

7. Preparation for the defense of the qualification work (master's thesis)

7.1. The final stage of qualification work (master's thesis) implementation is preparation for its defense and defense.

Students who have completed the main educational program in the direction of training "Management" for the master's program "Management and International

Business / Management and International Business", successfully passed the state exam (absent from the state exam for a good reason) and approved by the head of the department for protection.

7.2. Requirements for the content of the report:

- range of problems under consideration and methods for their solution;
- results of the analysis of practical material and their interpretation;
- specific recommendations and proposals for solving the identified problems within the framework of the topic under study.

In the final part of the report, the significance of the results obtained is characterized and general conclusions are given.

The student is given no more than 15 minutes to present.

7.3. Requirements for the presentation of the qualification work (master's thesis).

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

7.4. The qualification work (master's thesis) protection procedure includes:

- opening of the state examination board meeting (chairman);
- reports of students;
- questions of the members of the commission on the qualification work (master's thesis) and the report of the student. When answering questions, the student has the right to use his work;
- speech by the head of the qualification work (master's thesis) or, in his absence, listening to the text of the review.

7.5. The procedure for determining the results of the defense of the qualification work (master's thesis).

When deciding on the final grade for the defense of the qualification work (master's thesis), the state examination board takes into account:

- assessment by the head of the qualification work (master's thesis) of the quality of the content of the work, the degree of its compliance with the requirements for the qualification work (master's thesis); the presence of practical significance and

validity of the conclusions and recommendations made by the student as a result of the study;

- assessment by the members of the state examination board of the content of the work, its defense, including the report, and answers to questions from the members of the state examination board;
- the level and quality of the individual contribution of each member of the research team (if the work is done by the research team).

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

7.6. Based on the results of the defense of the qualification work (master's thesis), the student has the right to file a written appeal with the Appeal Commission about the violation, in his opinion, of the established procedure for the defense of the qualification work (master's thesis). An appeal is filed personally by students to the Appeal Commission on the day the result of the defense of the qualification work (master's thesis) is announced.

7.7. The procedure for the repeated protection of the qualification work (master's thesis) is determined by clause 5.4. The procedure for conducting the state final certification for undergraduate and graduate programs at the Financial University, approved by order of the Financial University dated 01/16/2018 No. 0054 / o.

8. Evaluation criteria for qualification work (master's thesis)

8.1. The assessment based on the results of the defense of the final qualification work is set on a five-point system: "excellent", "good", "satisfactory", and "unsatisfactory".

8.2. An "excellent" rating is given on the condition that:

the work was done independently, is creative, contains elements of scientific novelty, and recommendations for improving the efficiency and effectiveness of companies;

collected, summarized, and analyzed a sufficient amount of regulatory legal acts, economic literature, statistical information, and other practical materials, which

made it possible to comprehensively study the topic and draw reasoned conclusions and practical recommendations;

when writing and defending the work, the graduate demonstrated a high level of competencies, deep theoretical knowledge on the functioning and development of the efficiency and effectiveness of companies; availability of practical skills in calculating and interpreting performance and performance indicators of companies;

the work is well-formed and submitted to the department promptly, fully complies with the requirements for the content and design of the qualification work (master's thesis);

the defense covers all research questions, the graduate's answers to questions are professionally competent, exhaustive, supported by the provisions of regulatory legal acts, conclusions, and calculations reflected in the work;

there is positive feedback from the supervisor for the job.

8.3. A "good" rating is given if:

the topic of the work is disclosed, however, the conclusions and recommendations are not always original and/or have no practical significance, there are inaccuracies in the coverage of certain issues of the topic, and there are separate proposals to improve the efficiency and effectiveness of companies, but without assessing the risks and possible socio-economic consequences;

collected, summarized, and analyzed the necessary volume of regulatory legal acts, economic literature, statistical information, and other practical materials, but not all aspects of the topic under study were drawn conclusions and practical recommendations were substantiated;

when writing and defending the work, the graduate demonstrated an average level of competency formation, the availability of theoretical knowledge on improving the efficiency and effectiveness of companies;

the work is submitted to the department promptly, there are some shortcomings in its design;

in the process of defending the work, a general description of the main provisions of the work was given, but there were incomplete answers to questions;

there is positive feedback from the supervisor for the job.

8.4. A “satisfactory” rating is given when:

the topic of the work is disclosed partially, but mostly correctly, a superficial presentation of certain issues of the topic is allowed, there are no reasonable recommendations for improving the efficiency and effectiveness of companies;

the work does not use all the volume of regulatory legal acts, economic literature, statistical information, and other practical materials necessary for researching the topic, conclusions, and practical recommendations are not always justified;

when writing and defending the work, the graduate demonstrated a satisfactory level of competencies, the lack of deep theoretical knowledge on the functioning of the efficiency and effectiveness of companies;

the work is submitted to the department promptly, but does not fully comply with the requirements in terms of content and/or design;

in the process of defense, the graduate did not fully set out the main provisions of the work, experienced difficulties in answering questions;

in the review of the head, there are comments on the content of the work and/or the methodology of analysis.

8.5. An "unsatisfactory" rating is given if:

the content of the work does not reveal the topic, the questions are presented haphazardly and superficially, there is no analysis of practical material, the main provisions and recommendations have no justification;

the work is not original, based on a compilation of publications on the topic;

when writing and defending the work, the graduate demonstrated an unsatisfactory level of competencies, a lack of theoretical knowledge on general issues of functioning and the efficiency and effectiveness of companies;

the work is not submitted to the department in time, does not fully comply with the requirements in terms of content and design;

In the defense, the graduate showed superficial knowledge of the topic under study, lack of ideas about current problems on the topic of work, experienced serious

difficulties in answering questions, while making significant mistakes, or did not answer questions at all; There are critical remarks in the supervisor's review.

An indicative list of topics for final qualification works for the Master's program "Management and International Business"

1. Conditions and directions for the development of foreign trade activities of domestic and joint ventures in free economic zones
2. Competitive strategies of Russian companies in international markets.
3. Competitive strategies of foreign transnational corporations in the Russian market.
4. Assessment of the impact and prospects for the development of international companies in the industry markets of the Russian Federation.
5. Assessment of the investment attractiveness of Russian industry markets.
6. Management of investment projects in the practice of Russian and foreign companies in the industry.
7. Analysis of the effectiveness of foreign economic activity (on the example of an industry market and/or a specific company).
8. Factors of development of transnational corporations in the world market (on the example of specific companies).
9. Formation of models of effective interaction between business and the state in Russia in the context of global competition.
10. Specifics and advantages of industrial cooperation (on the example of an industry, an enterprise).
11. Russian companies in international business.
12. The role and prospects of small and medium-sized businesses in Russia in the formation of the country's innovative economy in the context of global competition.
13. Positioning of Russian companies in the system of foreign business.
 14. Development of forms of joint entrepreneurship (on the example of specific enterprises).
 15. The problem of the development of Russian regional companies in the conditions of international industry competition.
 16. Status, trends, and prospects of investment cooperation between Russian and foreign economic entities.

17. Prospects for the development of regional integration processes (on the example of a region and/or an integration grouping).
18. Strategies of economic subjects of Russia in the context of globalization of industry markets.
19. Analysis and development prospects of the branches of the new economy (based on the Internet): world/foreign experience and Russian practice.
20. Modern problems of franchising in international business.
21. Evaluation of the effectiveness of international mergers and acquisitions of non-financial and financial companies.
22. Formation of international marketing strategies in the conditions of instability of the world economic environment.
23. Foreign portfolio investment in emerging markets.
24. Financial leasing: the activities of Russian companies in the international market.
25. Application of international payments in foreign trade operations.
26. Attraction and use of foreign labor by Russian enterprises
27. Accumulation and improvement of the quality of human capital as a factor in the development of modern business and economy
28. Assessment of the quality and economic return of the human capital of Primorsky Krai in the context of international integration
29. Trends in the development of the international market of educational services (on the example of a specific country)
30. Directions for improving the mechanism of international business activity (on the example of a company, industry, or region).
31. The impact of sanctions on the entry of Russian companies into foreign markets
32. Assessment of the competitiveness of Russian enterprises in the world market under sanctions
33. Features of the development of integration processes in the industry (for example ...)

34. Activation of innovative activity in industrial sectors based on the influence of export learning effects

35. Study of the impact of exports on the efficiency of manufacturing enterprises

36. Assessment of the economic sustainability of foreign trade enterprises (on the example of industry enterprises ...)

Application form for fixing the topic of the qualification work (master's thesis)

FINUNIVERSITY

(наименование департамента/кафедры)

Supervisor of the Master's program

(name, last name, family name, academic degree,
academic title)

(family name, name, last name, student)

СОГЛАСЕН

(Faculty)

(дата)

(ПОДПИСЬ)

(№ group)

Student's phone number _____

Student's E-mail _____

STATEMENT

Please assign me the topic of the qualification work (master's thesis)

« _____ ».

« ____ » _____ 20__ г.

(student's signature)

Agreed:

Supervisor of qualification work (master's thesis)

(Signature)

(name, last name, family name)

« ____ » _____ 20__ year.

Task form for qualification work (master's thesis)

FINUNIVERSITY

(name of department/department)

APPROVE

Supervisor of the qualification work
(master's thesis)_____
(position)_____
(signature)_____
(name, last name,
family name)

« ____ » _____ 20__ y.

TASK**for the qualification work (master's thesis)**student _____
(Full Name)

The topic of the graduate qualification work « _____ »

fixed by order of the Financial University dated « ____ » _____ 20__ г. №

Target setting: development of proposals for the use of the results of the
work _____

Main questions to be developed (research):

1. _____

2. _____

3. _____

The main literature is indicated in the Appendix to the assignment

Date of issue of the assignment « ____ » _____ 20__.

Task received: _____

(signature, name of the student)

Form of feedback from the supervisor on the work of the student during the preparation of the graduate qualification work

Federal State Educational Budgetary Institution of Higher Education
"Financial University under the Government of the Russian Federation"
(Financial University)

REVIEW OF THE SUPERVISOR
on the work of the student during the preparation of the graduate qualification work under the master's program

student _____
 (full name)

faculty _____

Department _____

Direction of training

direction _____

topic _____

supervisor _____
 (full name, position, academic title, academic degree)

1. Relevance of the topic, and completeness of the review of domestic and foreign scientific literature on the research topic: _____

2. Assessment of the completeness of the study, the reliability of the results, and their compliance with the goals and objectives: _____

3. Characteristics of the use in the work of modern methods of scientific research, mathematical and statistical tools, modeling, calculations, packages of special applied programs, databases, etc.: _____

4. Degree of independence (share (%)) of borrowings in the qualification work (master's thesis) and the correctness of the borrowed text: _____

5. Originality of ideas and practical significance of the results obtained (availability of scientific conclusions, theoretical and practical contribution of the author to solving the problem situation): _____

6. Approbation of the main provisions and results of the work, incl. preparation of scientific publications on the research topic, participation in a scientific/scientific-

practical conference with a report, availability of a certificate of implementation, student participation in grants, state assignments, etc.: _____

7. Formation of competencies in the course of work on the graduate qualification work: the competencies provided for by the Program of the state final certification and subject to assessment during the implementation of the graduate qualification work are formed (not formed): _____

8. Shortcomings in the work of the student during the preparation of the graduate qualification work: _____

9. The graduate qualification work complies (does not meet) the requirements for the graduate qualification work, and may (cannot) be recommended for the defense at a meeting of the State Examination Commission: _____

(full name of supervisor)

(supervisors' signature)

«__» _____ 20__ year.

Form of feedback from the supervisor on the joint work of students during the preparation of the collective qualification work (master's thesis)

**Federal State Educational Budgetary Institution of Higher Education
"Financial University under the Government of the Russian Federation"
(Financial University)**

REVIEW OF THE SUPERVISOR

on the joint work of students during the preparation of the collective graduation qualification work on the master's program

The team of students:

_____ (full name)
_____ (full name)
_____ (full name)

faculty _____

department _____

The direction of training

_____ direction _____

name of the topic _____

supervisor _____
(full name, position, academic title, academic degree)

1. Relevance of the topic, completeness of the review of domestic and foreign scientific literature on the research topic _____

2. Assessment of the completeness of the study, the reliability of the results, and their compliance with the goals and objectives: _____

³ In paragraphs 3 and 5-8, it is necessary to evaluate each student individually

3. Characteristics of the use in the work of modern methods of scientific research, mathematical and statistical tools, modeling, calculations, packages of special applied programs, _____ databases, etc.._____

4. Degree of independence (share (%)) of borrowings in qualification work (master's thesis) and correctness of the design of the borrowed text):_____

5. Originality of ideas and practical significance of the results obtained (availability of scientific conclusions, theoretical and practical contribution of the author to solving the problem situation):_____

6. Approbation of the main provisions and results of the work, incl. preparation of scientific publications on the research topic, participation with a report in a scientific / scientific-practical conference, availability of a certificate of implementation, participation of a student in grants, state assignments, etc..:_____

7. Formation of competencies in the course of work on the qualification work (master's thesis): the competencies provided for by the Program of the state final certification and subject to assessment during the implementation of the qualification work (master's thesis) are formed (not formed):_____

8. Disadvantages in the work of the student during the preparation of the qualification work (master's thesis):_____

9. The qualification work (master's thesis) complies (does not meet) the requirements for the qualification work (master's thesis), and may (cannot) be recommended for the defense at a meeting of the State Examination Commission:_____

(supervisor's full name)

(supervisor's signature)
« ____ » _____ 20__ .

appendix № 5

qualification work (master's thesis) title page form

Federal State Educational Budgetary Institution of Higher Education
"Financial University under the Government of the Russian Federation"
(Financial University)

(name of the faculty)

(name of the department)

Qualification work (master's thesis)

on the topic of « _____ »

(name of the topic of the qualification work (master's thesis))

Direction of training _____
(code and name of the direction of training)

(name of the direction)

Completed by a student of the study
group _____
(study group number)

(full name) (Signature)

supervisor _____
(academic degree and/or title)

(full name) (Signature)

**qualification work (master's thesis)
complies with the requirements**

Head of Department

(academic degree and/or title)

(Signature) _____ (name, family name)
« ____ » _____ 20__ .