**St. Petersburg Campus of the Federal Educational Institution**

**National Research University Higher School of Economics**

St. Petersburg School of Economics and Management

Department of Management

**Rules for preparing the term paper**

**for the educational programme Management**

**field of study 38.03.02 and Management**

**bachelor’s programme**

Developers of this programme:

Elena Shakina, associate professor in the Department of Management, eshakina@hse.ru

Anna Daviy, lecturer in the Department of Management, adaviy@hse.ru

Evgeny Zazdravnykh, senior lecturer in the Department of Management, ezazdravnykh@hse.ru

Elena Veretennik, lecturer in the Department of Management, veretennik@hse.ru

Jeff Downing, associate professor in the Department of Finance, jdowning@hse.ru

Approval of the manager director of the study programme

\_\_\_\_\_\_\_\_\_\_\_\_\_\_2018

Kseniia A. Boiko \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Approval of the academic council of the study programme

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 2018, protocol number \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Approval by the academic director of the study programme

\_\_\_\_\_\_\_\_\_\_\_\_\_\_2018

Jeff Downing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

St. Petersburg, 2018

*This programme may not be used by other campuses of the university or by other universities without the consent of the developers of this programme.*

This document is prepared according to the decision of the academic council of the study programme Management for the field of study 38.03.02 Management for the St. Petersburg campus of the federal educational institution National Research University Higher School of Economics (henceforth, NRU HSE).

Creators: Elena Shakina, Anna Daviy, Evgeny Zazdravnykh, Elena Veretennik, Jeff Downing

The rules for the writing and formulation of the bachelor’s term paper in the bachelor’s study programme MANAGEMENT / Creators. Elena Shakina, Anna Daviy, Evgeny Zazdravnykh, Elena Veretennik, Jeff Downing – second edition – St. Petersburg, 2018, 32 pages.

The rules for the writing and formulation of the term paper in the bachelor’s study programme MANAGEMENT were composed in accordance with the normative acts of the NRU HSE, ‘Rules for the third-year and bachelor’s term paper of students studying in bachelor’s programmes, master’s programmes or specialist programmes at the NRU HSE’ (protocol #08 from November 28, 2014, with changes approved by the academic council of the NRU HSE in protocol #03 from February 26, 2016). These rules comply in full with the revised requirements for the fulfilment of scientific work and with relevant government standards.

This programme specifies the requirements for the development and writing of the term paper in the study programme MANAGEMENT, defines the requirements for completing this bachelor’s term paper and provides examples of how to format the cover page, tables, graphs, reference lists, links and appendices.

© Group of authors, 2018

# General rules

The current rules are prepared in accordance with point 1.5 in the document, ‘Regulations for Term Papers and Theses Prepared by Students of the Bachelor’s, Specialist and Master’s Level at the National Research University Higher School of Economics’, approved by the academic council of the NRU HSE in protocol #08 from November 28, 2014.

**2. Requirements for the term paper**

The term paper is a separate type of educational activity in the form of a research project conducted by a group of students.

The term paper may be completed in one of the following formats:

**Research** - the term paper should be based on empirical research that attempts to obtain new knowledge about the structure, properties or empirical regularities of the object of the research. Relevant types of analysis include treatment effects, the testing of hypotheses and the testing of theoretical models. The term paper is focused on achieving various types of objectives, such as the following:

- an exploratory study with the objective of obtaining new knowledge about the structure, properties or empirical regularities of the object of the research

- research with the objective of testing scientific hypotheses, theories, models or concepts that could be applied to business organisations or business processes

- research with the objective of developing new scientific positions based on the generalisation of scientific theories, models, concepts, etc.

**Project-analytical** - developing a solution to a practical problem based on a comprehensive analysis of this problem. Such a format involves analysing a problematic situation, developing a set of tools that can be used to solve the challenges in this situation and making recommendations for how to use these tools to solve these challenges. With this format, the topic of the bachelor’s term paper should be chosen by the employer with the consent of the student’s supervisor. With this format, the term paper is required to have practical significance.

The term paper must be completed in groups of 2 or 3 students.

The term paper must be written in English.

The recommended length of the term paper is no less than 7,000 words, not accounting for the reference list and appendices.

The format of the term paper must correspond to the requirements given in this document.

1. **Requirements for the structure and content of the term paper**

The term paper consists of an introduction, main part, conclusion, reference list and appendices. As an attachment to the term paper, students are required to attach a report about each author’s contribution. This report is a part of determining the individual evaluation of each author of the term paper, based on the format specified in appendix 2

The **Introduction** of the term paper should consist of 2-3 pages and should discuss the relevance and importance of the research problem or research question, specify the goals and tasks of the term paper, evaluate the extent to which the topic of the term paper has been developed in prior research and present the research methods used in the term paper. The introduction should also specify the different parts of the term paper and characterise in general terms the main sources of literature. The introduction is an independent part of the term paper.

 The *objectives of the term paper* define the purpose of the term paper – for example, the new knowledge the student expects to produce from the analyses in the term paper.

The *tasks of the term paper* are the tasks that will be executed to achieve the objective of the term paper – for example, the tasks the student will perform to get produce new knowledge into the subject of the term paper. These tasks relate to the different parts of the research process – examining literature, collecting data, analysing data, developing the research design, etc. Together, these tasks should ensure that the objectives of the term paper are attained.

Third-year term paper in a project format should discuss the *practical significance* of the term paper. The *practical significance of the term paper* relates to the importance of the solution of the applied problem or the execution of the research tasks. When discussing the practical significance, the term paper should contain a discussion of (1) the importance of the applied problem analysed in the term paper or the research tasks that are performed in the term paper and (2) the potential contribution of the results of the term paper to such issues as the development of a scientific discipline, to increasing the efficacy of organisations, etc.

The characteristics of the structure of the term paper should include a short summary of the sections and subsections of the main part of the term paper. In general, the main part of the term paper consists of two or three sections, each of which is divided into subsections.

In the **Theoretical foundation**, students should demonstrate the ability to do the following:

* to summarise and analyse in a critical manner theory relevant for the issue the term paper focuses on;
* to identify the most important theoretical issues relevant for the topic of the term paper;
* to use theory to develop a foundation for the empirical analyses in the term paper

In the theoretical foundation, students should do the following:

* define the prior research that is the basis for the research question in the term paper
* identify relevant issues that have not been solved in full in prior research
* define the primary concepts, terms, theory, etc. that are required to solve these issues

In most cases, the bachelor’s term paper focuses on a narrow research question. Hence, the overview of prior literature is based only on the relevant research question, not on the entire theme in general. Students should not discuss prior research that has only an indirect relationship to the research question.

The literature review should be based on only the most relevant and fundamental prior research. In the literature review, references to textbooks are not allowed. The literature review should not consist of only a list of previous studies and the primary conclusions of these studies. In the literature review, students are required to organise prior studies in a systematic way, to identify similarities and differences in these studies and justify the relevance of each prior study for the term paper. When different prior studies come to different conclusions, students should summarise these different conclusions and discuss which conclusion they agree with, using logical arguments and reasoning.

Examples of issues that should be discussed in this section include the following:

* What are the basic concepts used in this research area?
* What articles are important to highlight, and how have these articles contributed to the development of the issue the term paper focuses on?
* What issues do prior studies disagree on?
* How is it possible to develop further the research question – i.e., what issues have not been solved in full in prior research?

The theoretical foundation is the basis for the future development of the term paper – it facilitates the choice of methodology and the specific research question that the term paper will focus on. Hence, when developing the theoretical foundation, students should ensure that they use relevant literature that has a direct relationship with the research area. Also, when choosing sources, students should examine such factors as the rating of the journal[[1]](#footnote-1) and the year of the article’s publication.

The structure and content of the sections that follow the theoretical foundation depend on whether the term paper is in a research format or a project-analytical format:

* **Research format**

Term paper written in a research format should include the following parts:

*Statement of the research question –* in this section, students specify the research question the term paper will focus on, the objective of the term paper and the methods that will be used and the tasks that will be solved to achieve this objective.

Examples of issues that should be discussed in this section include the following:

* What is necessary to achieve the objectives or to solve the tasks of the term paper?
* Are the proposed methods sufficient to analyse the stated research question?

This section should contain the following:

* the specification and development of the hypotheses;
* the justification of the methods used in the research
* A discussion of the relationship between this section and the theoretical foundation

*Research methods* – the section where students develop the methodology used in the term paper. This section should contain the following:

* a description of the objectives of the term paper and the research design used to achieve these objectives (the main stages and the sequence of these stages);
* a description of the data collected in each stage of the research process
* a description of the tools used in the term paper (these tools should be included in an attachment to the term paper – for example, as a Do-file from Stata)
* a description of the process used to collect data, data sources, the sample and the representativeness of the sample
* a description of the methods and procedures used to analyse data and of the statistical software used to analyse data

For term paper based on hypotheses, testing, in the beginning of the methodology section, students should justify and develop their hypotheses, and specify the relationship between these hypotheses and the theoretical foundation of the term paper.

The objective of this section is to justify why the data and methods used in the term paper can be used to analyse the research question. Examples of issues that should be discussed in this section:

* How will the methods from the prior point be used?
* What data will be used, and why?
* How will data be gathered and analysed?

In this section, it is necessary to present a convincing argument that the data and methods are relevant for the research question and to discuss the limitations of the methods and data that are used.

*Description of the results* – the section where students present the results of their empirical analyses and interpret these results. Examples of issues that should be discussed in this section include the following:

* What are the primary results of the research?
* How could these results be interpreted?
* How are these results similar to and different than the results of prior studies?

This section should contain an objective description of these results. This section should not contain a critical analysis or a discussion of conclusions that could be drawn based on these results. Based on the results of this section, it should be clear which hypotheses, are confirmed, which hypotheses, are rejected, which hypotheses, are statistically significant. In addition, based on the results of this section, the quality of the model should be clear. To make the results easier to interpret, it is recommended to present the results using tables, graphs, diagrams, etc.

All of the source files, including files with algorithms and code, that the results are based on should be included as an attachment – either in paper or in electronic form.

In general, for term paper written in a research format, the structure of the work and the approximate length of each part should correspond to the parameters given in Table 1:

Table 1

Recommendations for the structure of a bachelor’s term paper in a research format

|  |  |
| --- | --- |
| **Component** | **Recommended % as a % of the entire term paper** |
| Introduction | 10 |
| Theoretical foundation | 25 |
| Statement of the research question | 10 |
| Methodology | 20 |
| Description of the results | 25 |
| Conclusion | 10 |

* **Project-analytical format**

Term paper written in a project-analytical format should include the following parts:

The *Analytical section* of the term paper should contain a general description of the object of the term paper, an analysis of the relevant problem and data developed with modern techniques described in the theoretical foundation of the term paper. In addition, this section should contain different indicators related to the characteristics of the research object. This section should contain also a justification of the subsequent development of the term paper.

This section should start with a description of the object researched in the term paper and a justification of why it is necessary to examine this object. Relevant reasons include a decline in the market, financial or organisational position of the object, potential new developments in the object, the initiation of new projects, etc.

Next, this section should include a comprehensive analysis, starting from the formulation of the research programme. The research programme includes the different stages of analysis and the definition of instruments and statistical data that will be used in each stage of the analyses.

This section should conclude with conclusions and recommendations for further measures that could be taken. These further measures are the basis for the third part of the bachelor’s term paper.

The *Project section* should contain the development of a set of measures for the solution of the stated problem as well as forecasts, with supporting calculations, for the results of the application of these measures. The basic requirement for this section is to present a comprehensive, thorough and complete solution to the problem studied in the term paper. This section should not include only general recommendations or general suggestions for further development. All of the suggestions and recommendations should be developed to the stage of implementation and should have a concrete character. The term paper should show how these measures affect indicators relevant for the firm, organisation, etc.

In general, for term paper written in a project-analytical format, the structure of the work and the approximate length of each part should correspond to the parameters given in Table 2:

Table 2

Recommendations for the structure of a bachelor’s term paper in a project-analytical format

|  |  |
| --- | --- |
| **Element** | **Recommended % as a % of the total term paper** |
| Introduction | 10 |
| Theoretical foundation | 25 |
| Analysis of the situation | 30 |
| Project section | 25 |
| Conclusion | 10 |

For both types of format (research and project-analytical), each section of the bachelor’s term paper should conclude with conclusions that are based on logical reasoning and that lead to the next part of the term paper.

For both types of format (research and project-analytical), the final section is the **Conclusion**. In this section, students are required to summarise the theoretical and empirical parts of the term paper and to discuss potential directions for future research.

The conclusion could contain the following:

* A more subjective discussion and critical analysis (relative to the discussion in the section Description of the results) of the results the empirical analyses
* The contribution of the results – e.g., to the creation of new knowledge, to helping organisations operate in a more-effective manner
* The primary limitations of the term paper, and how these limitations could be overcome in future research
* Whether using different assumptions, methodologies, etc. could lead to different results
* How the topic of this research could be further developed in future research

The conclusion should not be a summary of the prior sections of the research.

After the conclusion, the term paper should include a **Reference list**. Each reference included in the reference list should be cited in the text. The reference list should consist of at least 20 monographs, scientific articles (normative acts are not regarded as either a monograph or a scientific article), at least some of which must be foreign.

The **Appendices** are included after the reference list. The objective of including material in the appendices is to avoid including in the text calculations, data, etc. that contain information that is relevant but not essential for the main research problem of the term paper. Each appendix should begin on a new page, have its own heading and be included in the table of contents for the term paper.

# 4. Writing the term paper

## 4.1. Suggestions, choice and confirmation of the theme of the bachelor’s term paper and supervisors

***September 11-October 1*** – during this period, potential supervisors for the term paper at the NRU HSE in St. Petersburg will make suggestions for term paper topics. In addition, the partners of NRU HSE in St. Petersburg and other employers can propose topics.

***October 1-October 15*** – during this period, the academic director of the study programmes will approve the term paper topics. The academic council reserves the right to exclude topics that do not correspond to the level of students and direction of study in the study programme.

***October 16-November 20*** – during this period, students choose the topic of their term paper. During this period, all students will receive access through LMS to the list of topics agreed to by the academic director of the study programme. The approval of the student’s application serves as approval of the topic. In the process of discussing the theme of the term paper, the theme can be adjusted. Supervisors may use as methods of communication meetings with the students, messages via email, etc.

Students have the right to propose to the academic director of the study programme MANAGEMENT a topic and supervisor for their term paper. The academic director of the study programme MANAGEMENT has the right to approve the topic, reject the topic or work with the student to reformulate the topic.

Within five working days after the process for choosing the themes of the bachelor’s term paper has concluded, the academic council of the study programme MANAGEMENT has to make a decision about the chosen topics and supervisors of the bachelor’s term paper.

The order about the confirmation of themes must be given no later than December 15 of the current academic year. This order is prepared by the study office of the study programme in accordance with the Album of unified forms on the work of students, as approved by the NRU HSE. This order will be signed by the dean of the faculty.

After the issuance of the order, the study office of the study programme MANAGEMENT will issue to all supervisors of third-year term paper a list of students and the themes of their term paper. As of this moment in time, the study office is required to inform supervisors of the third-year term paper about the timetable for completing each stage of the term paper and about the rules for completing the term paper in the relevant study programme.

Changes, including clarifications, in the topic of the term paper are possible no later than one calendar month after the order of the deadline for presenting the final version of the term paper is passed. Such changes are allowed only in accordance with the procedures specified by the relevant study programme. Changes in topics are produced by the order of the dean of the faculty.

Students who do not choose a topic for their term paper by the specified deadline will incur an academic debt.

## 4.2. Stages of preparing the term paper

Students and their supervisor may agree to a schedule for completing the term paper. This schedule may consist of the following control points:

1. The student presents to the supervisor a plan for completing the term paper. As a rule, this plan consists of a discussion of the relevance of the topic, the structure of the term paper, the primary references that will be used in the term paper and the expected results of the term paper.
2. The student presents to the supervisor a first draft of the term paper.
3. The student presents to the supervisor the final version of the term paper.
4. The student submits the term paper to LMS for inspection in the antiplagiarism programme Antiplagiant
5. The supervisor evaluates the term paper – and if necessary, writes comments that are required for evaluating the term paper
6. The defence of the term paper in a poster session (after the evaluation of the supervisor).

Students are required to submit the final version of the term paper to their supervisor and to the study office by the stated deadline.

The final version of the term paper is submitted in electronic format.

The inspection of the term paper is fulfilled by the evaluation of the supervisor of the term paper. The evaluation of the term paper is transmitted to the student via a link through corporate email or via placement in LMS. The receipt of a negative report from the scientific advisor does not imply that the student will not be admitted to the defence of the term paper.

When writing academic work, students are responsible for ensuring their compliance with academic norms as established by the NRU HSE. The percentage of original text in the term paper should not be less than 80%. Term paper that contain signs of plagiarism (especially the use of work by other authors that is not cited in the document) will be examined by a meeting of the academic council of the study programme MANAGEMENT. If plagiarism is confirmed, the term paper will receive an evaluation of ‘Unsatisfactory’, regardless of which section of the term paper the plagiarism appears in. In addition, students can be subjected to disciplinary actions in accordance with the Order of the application of disciplinary penalties in the case of the violation of academic norms in written academic work at the NRU HSE, as specified in Appendix 7 in the Rules of internal regulations of the NRU HSE.

Appeals for the term paper are held in accordance with the Rules about the organisation of interim attestation and control of the academic progress of students of the NRU HSE for appeals of the results of exams.

Students who receive an evaluation ‘Unsatisfactory’ on their term paper are viewed as having an academic debt. Such students are required to liquidate this debt in accordance with the local normative acts of the university by addressing the problems with the term paper and, if needed, by modifying the text of the term paper. In this case, the student may change the theme or supervisor of the term paper. Changes in topics are conducted by an order from the dean of the faculty.

Situations where students have an academic debt for the term paper are governed by the Rules about the organisation of interim attestation and control of the academic progress of students of the NRU HSE.

The term paper is evaluated in accordance with the rules of evaluation of the term paper, as confirmed by the academic council of the study programme MANAGEMENT.

* 1. **Public defence of the term paper**

The defence of the term paper is held in the format of a poster session. At the defence of the term paper, all students who participated in writing the term paper are required to be present, with the exception of (1) students participating in programme for academic mobility and (2) students who are absent for a valid reason. Students are required to prepare visual material on one sheet A1. These materials are placed in the auditorium in a way that ensures access to these materials by students and by members of the examination commission.

The examination commission consists of members of the Department of Management (not less than two people) or of members of other departments of the NRU HSE, if approved by the academic director of the study programme. Based on the results of the defence, the term paper is evaluated based on the rules and criteria for the evaluation of third-year term paper, as confirmed by the academic council of the study programme MANAGEMENT. The defence is held in English.

During the poster session, the examination commission and other parties who are present have the right to ask questions and will ask at least 1 substantive question about the topic of the term paper.

The final evaluation of term paper is determined based on this formula, where E denotes evaluation:

$$E\_{final}=0.5×E\_{supervisor}+0.5×E\_{commission}$$

The term paper is evaluated on a ten-point scale.

##

## 4.4. Supervision of the term paper

Supervision of the completion of the term paper is conducted by the supervisor appointed by order of the dean of the faculty.

**The supervisor is required** to provide supervision of the term paper, including the following:

1. to provide consulting help to the student in the choice of topic for and the development of the plan of the bachelor’s term paper:
2. to provide consulting help on the choice of literature, methodology, calculations and conclusions;
3. to ensure that students complete the term paper in accordance with the plan agreed to by the student and the supervisor;
4. to notify the academic director and the study office of the study programme if students do not observe the plan for completing the term paper;
5. give students recommendations for the content of the term paper;
6. to provide an evaluation of the quality of the work in relation to the requirements of the bachelor’s term paper;
7. to make a report, with an evaluation, on the term paper; this report is formed using the recommended form

**The supervisor** of the term paper **has the right to do the following**:

1. to organise communications between themselves and students in a way that is convenient for both themselves and the students, including to define the frequency of personal meetings and other forms of contact;
2. from the results of each meeting, to require students to prepare a short summary of the recommendations and future steps for the preparation of the bachelor’s term paper;
3. to require that students adhere to the recommendations received and come to the meetings prepared;
4. when evaluating the bachelor’s term paper, to take into account students’ compliance with the intermediate deadlines for the bachelor’s term paper, the deadline for submitting the final version of the bachelor’s term paper and the plan for preparing and completing the bachelor’s term paper.

If the term paper is performed as a project executed by the request of a company, a co-supervisor may be appointed. This co-supervisor may be an employee of the organisation, a member of an organisation that is relevant for the study programme or, in the case of a joint study programme, the employee of another educational organisation.

With the objective of providing consulting help, a consultant may be appointed from a list of professors or scientific faculty of the university or employees of organisations whose professional activity or scientific interests are connected to the topic of the term paper.

The appointment of a co-supervisor or consultant occurs based on a proposal by the academic director of the study programme MANAGEMENT and by order of the dean of the faculty. The activity of the consultant is regulated on the level of the faculty.

A change in supervisors or the appointment of a co-supervisor or consultant for the term paper is brought into effect by an order from the dean no later than 1 month before the deadline for submission of the final version of the term paper, as established in the study plan.

# 5. Storage of the term paper

Third-year term paper are stored in the study office of the study programme in electronic format for two years after students have completed their education at the university.

1. **Formatting of the term paper**
	1. General requirements

The term paper is written on standard sheets of paper in the format A4. Margins: left – 2.5 cm; right – 2 cm; top – 3 cm, bottom – 2.5 cm. Font – Times New Roman, size 12; line spacing – 1,5. Paragraph indentation – 1,27 cm. Alignment by width. Distance between the headings of sections and subsections and the text – two lines.

The pages of the term paper should contain consecutive numbering, beginning with the title page. The number of the title page is not shown.

The title page and table of contents are formatted based on the examples in this document.

* 1. Rules for formulas and symbols

Formulas are placed either on a separate line, centred, or within the text. It is recommended to place in the text short, simple formulas. These formulas should not be numbered. More important formulas, or formulas that are longer are more complex (e.g., formulas that involve differentiation, integration, etc.), should be placed on a separate line, centred and numbered. Formulas should be numbered consecutively throughout the term paper. A period is not placed after the number of the formulas. The number is written in Arabic numbering, in parentheses, to the right of the formula.

* 1. Abbreviations

The text of the term paper may contain abbreviations – both commonly used abbreviations (e.g., the USA for the United States of America) and abbreviations introduced by the author. In both cases, in the first mention of the abbreviation, the word or words should be written in full, with the abbreviation given in parentheses. For subsequent references, the abbreviation may be used without reference to the full word or words.

* 1. Tables, figures and graphs

Tables and illustrations should be named (e.g., Table 1, Figure 3). Tables and illustrations should be numbered consecutively throughout the term paper. The number of the table, in Arabic numbers, should be placed in the upper-right corner above the name of the table. In each table, the unit of measurement of the relevant indicators and the period of time the data relate to should be specified.

All tables and illustrations that are based on other sources should include a reference to these sources. All tables and illustrations should be referred to in the text.

* 1. References and footnotes

When using material from literary sources, it is required to cite this material in the text and to include this material in the reference list at the end of the term paper.

References are included in brackets and include the author’s last name and the year the material was published – e.g., [Иванов, 1995; Goshal, 2005]. If the reference refers to a specific citation, formula, theorem, etc., the citation in the text should include also the relevant page number – e.g., [Иванов, 1995, с. 23; Goshal, 2005, p.77]. If the term paper includes multiple works from the same author that were published in the same year, a letter should be placed next to the year based on the order the material appears in the reference list – e.g., [Иванов, 1995а].

Footnotes are placed on the corresponding page of the text. References included in footnotes are formatted in the same way as in the text of the term paper.

* 1. Reference list

The reference list is placed at the end of the term paper. Each reference included in the reference list should be cited in the text. Each text cited in the text should be included in the reference list.

The reference list contains continuous numbering, using Arabic letters. Foreign sources are placed in alphabetical order at the end of the list.

The reference list can be based on either the Harvard reference system**[[2]](#footnote-2)** or the APA reference style. **[[3]](#footnote-3)**

***Examples of references in APA Style:***

* *Textbooks, teaching aids and monographs*:

Котлер, Ф., & Келлер, К. Л. (1999). Маркетинг менеджмент. *СПб.: Питер Ком*, *341*.

Lovelock, C. (2011). *Services Marketing, 7/e*. Pearson Education India.

* *Articles from monographs and compendiums*:

De Barnier, V., & Valette-Florence, P. (2013). Culture and luxury: An analysis of luxury perceptions across frontiers. *Luxury marketing: A challenge for theory and practice*, 37-57.

* *Articles in journals*

 Голованова, С. В., Авдашева, С. Б., & Кадочников, С. М. (2010). Межфирменная кооперация: анализ развития кластеров в России. *Российский журнал менеджмента*, *8*(1), 41-66.

Turban, E., King, D., Lee, J., & Viehland, D. (2002). Electronic commerce: A managerial perspective 2002. *Prentice Hall: ISBN 0*, *13*(975285), 4.

* *Internet*:

Sanghvi, S., Simons, R., & Uchoa, R. (2011). Four lessons for transforming African agriculture. *McKinsey Quarterly, April*.

Колесова, Е. (2013). Интегральный рейтинг крупнейших городов России. *Институт территориального планирования «Урбаника».—2013.[электронный ресурс]—Режим доступа.—URL:[http://urbanica. spb. ru/wpcontent/uploads/2013/10/top100\_2013\_presentation. p df]*.

* 1. The appendix

The appendix is the final part of the bachelor’s term paper. The appendix contains supplemental material that is helpful in understanding the main text. The appendix may contain many different types of contain – e.g., extracts from reports, copies from documents, individual parts of instructions, etc. The appendix can include text tables, graphs, etc. The appendix is included after the reference list.

Each appendix should begin with a new page, with ‘Appendix’ indicated in the upper-right corner of the page. ‘Appendix’ should be followed by the number of the appendix, in Arabic numbering. Each appendix should contain a heading that describes the content of the appendix. The title of the appendix should be in lowercase letters, except for the first letter of the first word of the appendix, and should be placed on a separate line.

The appendices should contain consecutive page numbers, continuing from the page numbers in the main text and reference list. Appendices should be ordered based on the order of each appendix in the text – e.g., the appendix referred to first in the text is Appendix 1; the appendix referred to second is Appendix 2; etc.

Appendix 1

**Saint Petersburg Campus of the Federal State Educational Institution of Higher Education National Research University Higher School of Economics**

Saint Petersburg School of Economics and Management

Department of Management

Term paper

Last name First name Middle name of the authors[[4]](#footnote-4)

**name of the term paper**

in the field 38.03.02 ‘Management’

educational programme ‘Management’

Registration number Original text, % Evaluation of the supervisor
Evaluation of the defence
Signatures of the members of the commission

Completed by

Student of group #\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_
 (signature)

Supervisor: scientific position, degree, name

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

 (signature)

Saint Petersburg 2018

|  |
| --- |
| Appendix 2 |

Report on the individual contribution of each participant of the group coursework

First name, middle initial(s) and last name [[5]](#footnote-5)

|  |  |  |  |
| --- | --- | --- | --- |
| **№**  | **Stages of the group coursework** | **Participant(s)**  | **Participant contribution (%)**  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

1. This website contains a list of journal ratings: http://www.scimagojr.com/ [↑](#footnote-ref-1)
2. http://www.emeraldgrouppublishing.com/authors/guides/write/harvard.htm [↑](#footnote-ref-2)
3. http://www.apastyle.org/index.aspx [↑](#footnote-ref-3)
4. All authors should be included [↑](#footnote-ref-4)
5. All authors should be mentioned [↑](#footnote-ref-5)