**The Government of the Russian Federation**

**Federal State Autonomous Institution for Higher Professional Education National Research University Higher School of Economics**

**St. Petersburg Branch**

**St. Petersburg School of Economics and Management**

**GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF TERM PAPER**

**MASTER’S PROGRAMME “MASTER IN MANAGEMENT AND ANALYTICS FOR BUSINESS”**

Area of Studies: 38.04.02 «Management»

Level: masters

Approved by the Academic Council of Master’s programme “Master in Management & Analytics for Business”

Chair: Barajas A. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ “\_\_\_” \_\_\_\_\_\_\_\_ 20\_\_

Minutes

Approved by the Academic Council of St. Petersburg School of Economics and Management

Chair: Rogova E.M. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ “15” October 2020

Minutes: No. 8.3.2.4-09/20 dated 15 October 2020

St. Petersburg, 2020

**GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF TERM PAPER AT MASTER’S PROGRAMME “MASTER IN MANAGEMENT & ANALYTICS FOR BUSINESS”**

1. **GENERAL PROVISIONS** 
   1. These Guidelines have been developed on the basis of the *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 HSE Academic Council, minutes No.08 dated November 28, 2014.
   2. Term paper is prepared and defended during the 1st academic year. The term paper has a value of 4 ECTS.
   3. According to the program’s curriculum, the term paper submission falls om Quarter 4 during the 1st academic year.
   4. According to the HSE regulations, the term paper’s supervisor provides a review on term paper completion. Term papers prepared on master’s programs are defended at the Defense Board.
   5. The term paper is completed in English. It could be prepared individually or in groups (up to 3 students).
2. **TERM PAPER STRUCTURE, CONTENT AND FORMAT**

2.1. The term Paper is a structured paper in the format of an academic article. It should be 7,000 to 10,000 words (for group term papers the minimum should be 13,000 words) in length and should provide the foundation for the future master’s dissertation.

2.2. The structure of the term paper’s content must include the following main sections

- title page with student name, title of the research project, and name of research supervisor (the template is provided in Appendix A)

- abstract of the paper and the list of keywords (up to 6). The abstract should be no less than 150 words and should not exceed 300 words. It is recommended a ‘structured abstract’.

- introduction containing the research goal and objectives, arguments for the relevance of the research, a brief description of its distinctive features, the structure of the paper

- literature review

- methodology

- provisional methods of data sampling or data collection

- preliminary results and their description

- conclusion and discussion with emphasis on the contribution of the paper to the knowledge development and its possible practical implications

- references (in APA 6th style; in <https://www.apastyle.org/learn/index> there is a section with frequent questions on references).

2.3. The text of the term paper must be structured according to the sections detailed in 2.2 above. Each part should have an appropriate heading. All headings should use initial capitals only.

2.4. The term paper should be computer printed on white A4 paper in Times New Roman 12pt, 1.5 space intervals, single-sided. Single spacing should be used for footnotes and references.

Margins should be 2.5 cm on all sides. Paragraphs should be indented. Pages should be numbered at the bottom in the centre using Arabic numerals starting with the first page of the introduction.

Format your paper, using bold and italics as appropriate. Do not use any formatted styles other than bullets or numbers where required for lists. The text may contain appropriate figures and tables.

2.5. Figures should be numbered consecutively throughout the paper and not numbered according to the section in which they appear. Figure captions should appear above the figure.

2.6. Tables should be set as “Autofit to contents” and centered on the page. If your table runs over two pages, please ensure that headings are also carried over. Do not allow rows to split across pages. Table captions should appear above the table.

2.7. Use footnotes if necessary (Times New Roman, 10 pt). Endnotes are not permitted.

1. **TERM PAPERS PERFORMED BY GROUPS**
   1. A term paper may be developed by a group of two or three students. In this case, it is assumed that the term paper solves more significant problems than an individual paper. For example, multiple hypotheses can be tested, several models developed, a larger dataset collected. It is important to remember about the internal logic of the whole research if several students implement a paper together.
   2. If a term paper is written by a group, its length can be larger than the upper limit. As a rule, its length should be between 13,000 and 15,000 words.
   3. The contribution of each member should be clearly stated in the introduction to the term paper. If students are working together at all the sections and tasks of the term paper, it also should be stated in the introduction.
2. **SELECTION AND APPROVAL OF TERM PAPER TOPICS**

3.1. The faculty of St. Petersburg School of Economics and Management may develop a provisional list of term paper topics or research areas to be subsequently finalized by Academic Council of the Master Programme. Potential employers can also propose topics and research areas. Academic Council also can consider topics that are proposed by students.

3.2. The Programme Office collects proposals (if any) for term paper topics or research areas and publishes them on the program website. Also, the list of proposed topics is published in the LMS system.

3.3. Students may choose any member of the faculty of the Program as their term paper supervisor, subject to this member’s consent. One supervisor may supervise up to ten term papers per academic year.

3.4. Term paper topics are assigned to students upon the approval of their applications vial LMS by the respective term paper supervisor and the Academic Director of the Programme or alternatively upon the submission of their personal requests to the Programme Office. Requests must include the topic of the term paper and be signed by the respective term paper supervisors. A template request for approval of the term paper topic is provided in Appendix B.

3.5. Applications must be approved by the term paper supervisors via LMS or alternatively personal requests signed by the respective supervisors must be submitted to the Programme Office no later than November 20 of the current academic year.

If students fail to choose a term paper topic by the given deadline, they are facing academic failure which must be remedied during the subsequent retake period (until 15 February of the current academic year).

3.6. The Academic Council must make a decision on the list of term paper topics and supervisors within five business days. Some term paper topics may be declined by the Academic Council if they do not suit the field of study, the purpose of a term paper or the level of complexity. In this case, the Academic Council must also provide a justification for its decision and recommendations on how to adjust the topic.

3.7. The Programme Office must notify students and their supervisors if their term paper topic was declined within one business day from such decision.

3.8. In the case of what is described in 3.6., students must submit a new request for a term paper topic to the Programme Office by early December. The Academic Council must approve the final list of term paper topics and supervisors no later than December 10.

3.9. Upon the approval of the chosen topic by the academic council of the Master’s program, the program manager issues a directive on the topic and supervisor for each student. The directive is prepared no later than December 15th of the current academic year. The information on timing is presented in Appendix C.

**4. TERM PAPER SUPERVISION**

4.1. Term paper supervisors appointed, are responsible for the direct supervision of the term paper preparation.

4.2. Term paper supervisors have the following duties:

- Advise students on shaping the final topic of their term paper, drafting term paper outline, preparation schedule, and selecting scholarly literature and resources;

- Help students to choose the appropriate research methodology;

- Monitor the progress of the term paper preparation under the established outline and schedule;

- Notify to the Programme Academic Director and Programme Office if students are behind the schedule;

- Provide students with informed recommendations on the content of their term papers.

4.3. Term paper supervisors are entitled to:

- Select a suitable mode of interaction with students, in particular, agree on the term paper preparation schedule and the frequency of face-to-face meetings or other communications;

- Request that students prepare and present a brief summary of the received recommendations and further steps in term paper preparation after each face-to-face meeting;

- Request that students pay close attention to the received recommendations and come to meetings well-prepared;

- Take into account compliance with the preparation schedule when grading student term papers.

4.4. Supervisors assess the quality of term papers considering the requirements fixed by the Programme Academic Council. They must fill in a special form (see Appendix D) where they put their review for the term paper.

4.5. Term paper supervisors must draw up an official memorandum to notify to the Programme Academic Director and the Dean any sign of plagiarism and/or any other violations of the academic code of ethics committed by students.

4.6. Requests to change the term paper topic (Appendix E), signed by the supervisor, and requests to change the term paper supervisor (Appendix F), signed by both (former and new) supervisors, and the student and addressed to the Programme Academic Director, may be submitted to the Programme Office no later than thirty days before the date of submission of the final draft of the term paper.

**5. TERM PAPER PREPARATION RESTRICTIONS**

5.1. Students must comply with the term paper preparation schedule developed and finalized together with their supervisors.

5.3. Term papers may be subject to external review.

5.4. Failure to complete a term paper by the fixed deadline constitutes academic failure that can only be remedied through the formal procedures established at HSE.

**6. TERM PAPER SUBMISSION**

6.1. Students must upload a .doc or .docx file (additional .pdf file is optative) with the final text of their term paper through their personal profiles in the LMS no later than 7 days before the officially scheduled day of defense.

6.2. Students must submit a draft of their term paper to their supervisors ten days before the upload date. Students who fail to do so may receive a fail grade for their term paper from the supervisor.

6.3. Submission deadlines for term papers that are subject to defense cannot be extended. Failure to complete a term paper by the fixed deadline (as per Clause 6.1 or Clause 6.2) constitutes academic failure that can only be remedied in autumn of the subsequent academic year, following the procedures established at HSE.

**7. TERM PAPER REVIEW AND DEFENSE**

7.1. Term paper defense takes place each academic year during the period June 20-30. Term-paper pre-defense is held in May.

7.2. Defense dates and Board composition are set by the Programme Academic Director.

7.3. Defense is hold in the presence of the Defense Board of three faculty members or research fellows of the School of Economics and Management. Programme Academic Director can invite expert academics in the field of the term paper to be members of the Defense Board.

7.4. The Programme Office must provide the Board with at least one paper copy of each student’s term paper and the review written by the term paper supervisor. The Board is provided with the version that had been uploaded through the student account in the LMS. If the term paper was reviewed by an external reviewer, the copy of the review is also given to the Board.

7.4. The defense is a public event open to faculty members of other faculties of HSE and the representatives of other universities or potential employers. The Programme Office must publish defense dates on the programme website at least one week in advance.

7.5. Assessment of a term paper defense is reflected in the Board minutes. The Chair of the Board is responsible for the Board’s operation and minutes preparation. The Chair is appointed by the Programme Academic Director after consultation with the members of the Academic Council of the Programme.

7.6. If students miss their term paper defense for a valid reason supported by documentary evidence, they will be allowed to defend their term paper on a different date within the specially designated period.

7.7. Missing term paper defense without a valid reason supported by documentary evidence is counted as academic failure.

7.8. Students whose supervisor gave their term paper a fail grade shall not be allowed to proceed to the defense. If a fail grade is received at the defense, no repeat defense shall be held during the current academic year.

7.9. Each term paper must go through the Turnitin (Anti-plagiarism) system pursuant to the *Procedures for Using Antiplagiat System for Collection and Checks of Academic Papers at HSE*. Term paper supervisors will be notified of the outcome of such checks and must take them into account when grading the term papers. Term paper supervisors grade the version that was uploaded through the student account in the LMS.

7.10. If plagiarism is discovered in a term paper, it is handled in accordance with the *Procedures for Applying Disciplinary Measures for the Violation of Academic Standards for Student Papers at HSE*.

**8. GRADING, RE-EXAMINATION AND APPEAL**

8.1.The final grade is made up of 1) the grade for the pre-defense (15%), 2) the grade for the oral defense of the term paper (85%). The final grade is rounded using the arithmetic approach and based on criteria in Appendix G.

8.2. The supervisor writes a review based on the assessment criteria given in Appendix D and makes a conclusion on whether the term paper is recommended for the defense or not. Students are admitted to the defense in either case.

8.3. To receive credits for the term paper, students should be awarded a final grade of at least 4 on a ten-point scale.

8.4. Final grades for term papers are entered into student performance records by the Chair of the Defense Board.

8.5. Students may access the grades and reviews of their term papers through the account in the LMS or at the Programme Office.

8.6. In the case where the term paper is graded less than 4 on a ten-point scale the student will not get ECTS’s awarded. The student is expected to resubmit the term paper in the autumn retake period. The term paper topic can be modified upon consultation of the term paper supervisor and program academic supervisor. In order to change the topic, the student must submit a new request signed by their term paper supervisor and addressed to the Programme Academic Director no later than one month before the retake. The student may resubmit the term paper only once.

8.8. The student may challenge the grades for the term paper following the general appeal procedures. The student may file an appeal to the academic supervisor of the program within 3 working days upon receiving the grades with detailed grounds for appeal. The appeal committee will make a decision within 3 working days.

**9. TERM PAPER STORAGE**

The Programme Office stores copies of term papers for 2 years (either in the form of hard copies or electronic files)

***Appendix A.***

**Template for a Title List**

**The Government of the Russian Federation**

**Federal State Autonomous Institution for Higher Professional Education National Research University Higher School of Economics**

**St. Petersburg Branch**

**St. Petersburg School of Economics and Management**

**AUTHOR’S NAME[[1]](#footnote-1)**

**TERM PAPER’S TITLE**

Term paper

Area of studies *38.04.02 «Management»*

Master Programme “Management & Analytics for Business”

|  |  |
| --- | --- |
| Reviewer[[2]](#footnote-2)  academic degree, position, department \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Name | Research Supervisor  academic degree, position, department  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Name |

Saint Petersburg – 2020

***Appendix B***

**Template Request for Approval of Term Paper Topic and Supervisor**

TO:

Academic Director of the Master’s Programme

“Master in Management & Analytics for Business”

Professor A. Barajas

FROM:

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

*(full name)*

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

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

Group No.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Request**

I hereby request to approve the following topic of my term paper:

“\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_” (topic in English) “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”(topic in Russian)

and to appoint \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(full name, academic degree, position, subdivision)*

as my term paper supervisor.

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

*(Student’s signature)*

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

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

*(Supervisor’s signature)*

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

***Appendix C***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **The Provisional Timing for the Selection and Approval of the Term Paper Topic** | | | | |
| **No** | **Stage** | **Responsible entities** | **Period** |
|  | Collection of topic proposals | Departments, research centres and Programme Office | **September, 10 – October, 5** |
|  | Approval of topics by the Academic Council | Academic Director, Academic Council and Programme Office | **October, 9** |
|  | Informing the initiators on approved and declined topics | Programme Office | **One working day**  upon receiving the Academic Council’s decision |
|  | Topic changing and finalizing | Departments, research centres, Academic Director and Programme Office | **Three working days** upon information distribution. |
|  | Information on topics published onthe programme website and in LMS | Programme Office | **Before October, 15** |
|  | Collection of topic proposals from potential employers and students | Departments, research centres and Programme Office | **Before November, 10** |
|  | Selection of topics by students | Programme Office | **Before November, 20** |
|  | Approval of the list of topics and supervisors by the Academic Council | Academic Council and Programme Office | **Before November, 25** |
|  | Issuing of the directive | Director, Dean, Academic Director, Programme Office | **Before December, 15** |
|  | Topic change/clarification | Director, Dean, Academic Director, Academic Council and Programme Office | **Not later than 1 month before the final version submission** |

***Appendix D***

**Supervisor’s Review Template[[3]](#footnote-3)**

**Federal State Autonomous Institution for Higher Professional Education National Research University Higher School of Economics**

**St. Petersburg Branch**

**St. Petersburg School of Economics and Management**

**Supervisor Review of the Term Paper**

prepared by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

*(student’s full name)*

student of Master’s Programme “Master in Management & Analytics for Business”, group \_\_\_\_\_\_\_\_\_\_\_\_

Term paper topic: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |
| --- | --- | --- |
| No. | **Evaluation criteria** | **Comments** |
| **1.** | Structure and logical organization |  |
| **2.** | Suitability of employed research methodology for stated goals and objectives |  |
| **3.** | Originality and innovativeness of the term paper |  |
| **4.** | Line of argument adopted to convey main ideas of the term paper |  |
| **5.** | Grammar and formatting |  |
|  | Approval for the defense | Yes/No |

Additional comments (optional):

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

Term Paper Supervisor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(signature) (full name, academic degree, position , subdivision)*

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_202

***Appendix E***

**Template Request for Change of Term Paper Topic**

TO:

Academic Supervisor of the Master’s Programme “Master in Management & Analytics for Business”

Professor A. Barajas

*(full name)*

FROM:

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

*(full name)*

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

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

Group No.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Request**

I hereby request to change the topic of my term paper from

“\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”

(topic in English) “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”(topic in Russian)

to“\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”

(topic in English) “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”(topic in Russian)

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

*(Student’s signature)*

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

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

*(Supervisor’s signature)*

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

***Appendix F***

**Template Request for Change of Term Paper Supervisor**

TO:

Academic Supervisor of the Master’s Programme “Master in Management & Analytics for Business”

Professor A. Barajas

*(full name)*

FROM:

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

*(full name)*

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

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

Group No.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Request**

I hereby request to change the supervisor of my term paper

“\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_” (topic in English) “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”(topic in Russian)

from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

(full name, academic degree, position, subdivision of the current supervisor)

to\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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(full name, academic degree, position, subdivision of the new supervisor)

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

*(Student’s signature)*

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_

|  |  |
| --- | --- |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  *(Current supervisor’s signature)*  “\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_ | *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*  *(New supervisor’s signature)*  “\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_ |

Appendix G.

Assessment criteria for term paper evaluation

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | This part weight 80% | | | | | | |
| 25% | 30% | 30% | 30% | 30% | 30% | 25% |
| Assessessment criteria[[4]](#footnote-4) | 1. Purpose, planning and problems of the term paper - choice, specification and justification of topic - definition and usage of concepts - presentation of problems and hypotheses - scientific significance, novelty value and innovativeness of the paper | 2. Familiarization with literature - knowledge of the subject area and critical use of sources | 3. Research methods - choice of research approach - data collection - suitability and use of methods | 4. Research results - presentation - use of tables and figures | 5. Discussion and conclusions - evaluation of the strengths and weaknesses of the research - research ethics | 6. Structure and coherence of the term paper. Linguistic form and final polishing of the text | 7. Student’s learning process: studying and working methods, self-direction |
| Sufficient 4 | The purpose of the study is unclear or the topic has been insufficiently specified. The justifications for topic choice are insufficient. The research problems or hypotheses have been insufficiently defined. | The literature is limited, secondary or only partly relevant. Limited use of scientific publications. Familiarization with the literature is insufficient or superficial, and source synthesis is missing. Definition of concepts is insufficient or their use inconsistent. | The suitability of the research frame and methods in relation to the purpose of the study is weak. The methods have been described inaccurately. Their use is insufficient and inconsistent. \*The chosen method is not wholly suitable for the purpose of the study, and the choice of method is insufficiently justified. | The way of presenting results is limited, and relevant results are not distinguished from irrelevant. Presentation is somewhat unclear and unorganized. There are technical limitations in e.g. tables and figures. The interpretation of results is narrow, superficial, and only answers some of the research problems. | Discussion and conclusions are narrow and superficial. The research problems are not exactly answered. Discussion is not in line with the results. Comparison of the results to previous research data is insufficient. Critical evaluation of the study is missing or superficial. | The content of the study is mainly unorganized. The text is illogical, contains lots of colloquial expressions, and is hard to read. The finishing of the work is insufficient. | To some extent the student lacks initiative in his/her own work |
| Satisfactory 5 | The purpose of the study is clear, but the justifications for topic choice are superficial and partly illogical. The research problems or hypotheses are intelligible. | The sources have been chosen in line with the topic, and some scientific publications have also been used as source materials. Critical use of sources and source synthesis2 are partly insufficient. The essential concepts have been defined | The methods used are basic, and the volume of data is limited in relation to the purpose of the study. The description of methods is intelligible. Ethical principles have been presented superficially. \*The choice of research method and research frame is mechanistic and the justifications superficial. | The results provide solutions to research problems, but their presentation is narrow and partly unclear and formulaic. \*In a qualitative study, it is difficult to follow the relationship between interpretations and authentic material. | Discussion is superficial but mainly in line with the results. The results have been discussed, to some extent, in relation to previous literature. The study makes an effort to critically evaluate the results. | The structure of the work is illogical in places and contains partly unfinished text. | The student is active but not able to sufficiently utilize the supervision provided for him/her. |
| Good 6-7 | The purpose and problems of the study are clear and justified. The topic has been successfully specified. The study is primarily a paper, and does not significantly contribute to the field. | The source material is relevant to the topic, fresh, and the majority of the sources are scientific publications. The work demonstrates some source criticism and source synthesis[[5]](#footnote-5) . The background theory sufficiently justifies the purpose and problems of the study. The use of concepts is fluent and consistent. | Suitable basic methods have been chosen for the research problems, and they have been used duly. A sufficient amount of research material has been used in relation to the research task. The research process has been implemented faultlessly. Ethical issues have been considered sufficiently. | The results have been presented clearly but conventionally. Tables and figures are faultless and support the interpretation. \*data has been comprehensively analysed. The results have been presented in an organized way and on the basis of authentic material. | The discussion and conclusions are anchored to the main results. Discussion may still contain some incomplete and unorganized parts. The results are presented in relation to earlier literature and theoretical view-points, but argumentation is mainly declaratory. | The structure is clear and consistent, and the research process is easy to follow. The text is written with an appropriate academic style and register. | The student has been active and committed to his/her work. |
| Very good 8 | The research topic is significant for the discipline. The research task and problems are clear and carefully justified. | The source material is based on scientific and original publications and is appropriate to the theme of the research task. The use of sources demonstrates familiarity with the studied phenomenon. The background theory has a strong, logical connection to the research task and problems, as well as to the method choice and methodological solutions. | The reliability of the method has been evaluated on the basis of previous studies. The research methods are challenging and have been used suc cessfully. Ethical issues have been carefully examined. | The results have been presented in an organized manner, faultlessly and illustratively. The essential results can be found easily. Figures and tables support the interpretation of results particularly well. \*data has been carefully analysed and the synthesis is convincing. The interpretation of results is credible and easily traceable to authentic material. | Discussion is a harmonious, welljustified entity, in which the main results are clearly highlighted. The results are presented in relation to previous studies in a versatile manner. The strengths and weaknesses of the work have been evaluated in a critical way that develops the author’s own work. | The structure is clear and logical, and the research process is easy to follow. The text is written with a fluent academic style and register and is easy to read. | The work process has been self-directed and fluent |
| Excellent 9-10 | The study is interesting and significant for the discipline. The topic is exceptionally challenging. The work contributes significantly to the field. | The literature is essentially related to the theme of the research task and problems, and it consists of high-level scientific and original publications. Literature is also evaluated and analysed with regard to the degree of reliability in the studies and the observations made in them[[6]](#footnote-6) . | The research methods are reliable and have been evaluated by the student. The methods are demanding and have been successfully mastered in the work. | The results have been presented in an interesting, clear and organized way. The text and figures/tables constitute a harmonious entity, which allows a more profound interpretation. | Discussion, as well as the entire work, reflects scientific thought and a critical insight into the matter. The strengths and weaknesses of the study have been discussed from the perspective of scientific criteria. | Language in the study is of a high quality. | The student has demonstrated initiative in his/her work, and the process represents a critical and personal view of developing one’s own scientific working. |

Assessment criteria for presentation evaluation

|  |  |  |  |
| --- | --- | --- | --- |
| This part weight 20% | | | |
| Category | Scoring Criteria | Total Points | Score |
| Organization (1.5 points) | The type of presentation is appropriate for the topic and audience | 0.5 |  |
| Information is presented in a logical sequence. | 0.5 |  |
| Presentation appropriately cites requisite number of references | 0.5 |  |
| Content (4.5 points) | Introduction is attention-getting, lays out the problem well, and establishes a framework for the rest of the presentation. | 0.5 |  |
| Technical terms are well-defined in language appropriate for the target audience. | 0.5 |  |
| Presentation contains accurate information | 1 |  |
| Material included is relevant to the overall message/purpose | 1 |  |
| Appropriate amount of material is prepared, and points made reflect well their relative importance. | 1 |  |
| There is an obvious conclusion summarizing the presentation. | 0.5 |  |
| Presentation (4 points) | Speaker maintains good eye contact with the audience and is appropriately animated (e.g., gestures, moving around, etc.). | 0.5 |  |
| Speaker uses a clear, audible voice | 0.5 |  |
| Delivery is poised, controlled, and smooth. | 0.5 |  |
| Good language skills and pronunciation are used. | 0.5 |  |
| Visual aids are well prepared, informative, effective, and not distracting. | 0.5 |  |
| Length of presentation is within the assigned time limits. | 0.5 |  |
| Information was well communicated. | 1 |  |
| **Score** | **Total Points** | **10** |  |

1. Full name [↑](#footnote-ref-1)
2. If any [↑](#footnote-ref-2)
3. The external reviewer completes a similar form [↑](#footnote-ref-3)
4. The requirements provided for the lower levels also apply to the higher levels [↑](#footnote-ref-4)
5. Source synthesis refers to the critical evaluation of the sources used in the work, and comparing, concluding and interpreting the data in them. [↑](#footnote-ref-5)
6. In systematic literature reviews, this is paid attention to even in the lower grades. [↑](#footnote-ref-6)