

The Government of the Russian Federation
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National Research University Higher School of Economics
St. Petersburg Branch
St. Petersburg School of Economics and Management

**GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF MASTER
DISSERTATION
MASTER'S PROGRAMME "ARTS AND CULTURE MANAGEMENT"**

Area of Studies: 38.04.02 "Management"

Level: masters

Approved by the Academic Council of Master's programme "Arts and Culture Management"

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1. GENERAL PROVISIONS	3
2. DISSERTATION STRUCTURE, CONTENT AND FORMAT.....	4
3. STAGES OF THESES PREPARATION.....	6
4. DISSERTATIONS WRITTEN IN GROUPS.....	7
5. SELECTION AND APPROVAL OF DISSERTATION TOPICS.....	7
6. PREPARING THESES.....	8
7. DISSERTATION SUPERVISION	11
8. DISSERTATION PREPARATION RESTRICTIONS.....	13
9. DISSERTATION SUBMISSION	13
10. DISSERTATION REVIEW AND DEFENSE	14
11. GRADING, RE-EXAMINATION AND APPEAL	15
12. DISSERTATION STORAGE.....	15
Annex 1. Template Form of the Supervisor’s Feedback on a Thesis	16
Annex 2. Template Form of the Reviewer’s Feedback on a Thesis	17
Annex 3-A. Template for Thesis Cover Page (in English)	20
Annex 3-B. Template for Thesis Cover Page (in Russian).....	21
Annex 4. Assessment Criteria for the Presentation.....	22
Annex 5. Assessment criteria for master’s thesis evaluation	23
Annex 6. Template Form of PTE Assignments, Completed via HSE University’s Virtual Learning Information System.....	27
Annex 7. Template Request for Change of Dissertation Topic	30
Annex 8. Template Request for Change of Dissertation Supervisor	31

GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF MASTER DISSERTATION AT MASTER'S PROGRAMME "MASTER IN ARTS AND CULTURE MANAGEMENT"

DEFINITIONS AND ABBREVIATIONS

Academic Supervisor of a master's programme is the HSE academic staff member appointed by the Rector's directive and responsible for development, implementation and quality of the given degree programme.

Academic Council of a degree programme is the agency responsible for academic supervision of the given degree programme. If there is no Academic Council, its duties may be assumed by the Academic Supervisor of the degree programme.

FSC – final state certification

SEB – State Examination Board

Department/school is a structural unit of an HSE faculty or other subdivision delivering bachelor's, master's and specialist level programmes and employing faculty members.

Degree programme is a set of core educational characteristics (volume, scope, expected outcomes), administrative and teaching provisions and assessment methods presented as a curriculum, academic calendar, syllabuses for courses and other components, as well as assessment and teaching materials

HSE ES – educational standards for higher education set forth by HSE

Guidelines (for term paper/thesis preparation) are standards and recommendations for preparation and evaluation of term papers/theses.

Employer is a party to the educational process, an individual or a legal entity incentivized for student training on the given degree programme to subsequently hire its alumni.

Students are individuals studying on bachelors', specialist and master's level programmes.

University, HSE is the federal state autonomous educational institution for higher professional education National Research University Higher School of Economics.

Programme Office is a curriculum support unit or programme coordinator responsible for administrative support of processes related to studying on the given degree programme¹.

Faculty is any University subdivision implementing bachelor's, master's and specialist level programmes (faculty, school, institute).

HE FSES – federal state educational standards of higher education

LMS (Learning Management System) is a platform for online support of the educational process at HSE.

1. GENERAL PROVISIONS

- 1.1. These Guidelines have been developed on the basis of the *Annex 8. Procedure for Writing Theses and Term Papers for Degree Students at HSE University to the Regulations on Practical Training of Students under Core Bachelor's, Specialist and Master's Programmes at HSE University* approved by the HSE Academic Council, minutes No.6 dated June 17, 2021.

¹ Emails of the heads of programme offices (programme coordinators) are stated on programme webpages on the HSE corporate portal (website).

- 1.1. The master final graduation papers, or dissertation, or thesis, is a compulsory part of the curriculum is the most important component of a research degree.
 - 1.1.1. Master dissertation is prepared and defended during the 2nd academic year.
 - 1.1.2. According to the Program's curriculum dissertation submission falls in Quarter 4 during the 2nd year of study. According to the HSE regulations master dissertation is reviewed by an external reviewer. Master dissertations are defended at the Defense Board.
 - 1.1.3. The dissertation is completed in English or Russian. It could be prepared individually or in small groups (up to 2 students).

2. DISSERTATION STRUCTURE, CONTENT AND FORMAT

- 2.1. The master dissertation is a structured paper. The dissertation may be completed in one of the following formats:
 - 2.1.1. **Research-based (monography)** - the dissertation 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 (if any), and the testing of theoretical models. The dissertation is focused on achieving various types of objectives.
 - 2.1.2. **Research-based (scientific paper)** – the paper should be target to the particular scientific journal and developed according to the requirements of the journal. Dissertation developed in form of scientific paper should include cover letter with indication of target journal title, a link to its official website and journal requirements. The journal should not be included in the blacklist determined by the HSE University. The paper should be submitted to the journal 30 days before the defence.
 - 2.1.3. **Project-based** - developing a solution to a practical problem based on a comprehensive analysis of this problem. Project-based paper contains the analysis of 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 dissertation is required to have practical significance. This format may be used only if the project the dissertation is based on is proposed by someone from business, non-profit organisations or experts of the field and is approved by both the student's academic supervisor of the programme.
- 2.2. The master dissertation (monography or project-based) should be, as a rule, 60 000 to 80 000 characters in length (including spaces) for an individual dissertation and 80 000 to 120 000 characters for a group dissertation. The length of master dissertation in scientific paper format should be based on target journal requirements. It should demonstrate the student's ability to conduct research, individually, or in small groups (up to two students). The letter includes student's ability to:
 - formulate a problem or research question,
 - undertake and complete a piece of independent research and analysis,
 - collect, analyze and interpret data,
 - adequately use the methodology or theoretical framework relevant to the research question and the body of academic research in the chosen field,

- produce an academic text with appropriate structure and idiomatic use of language,
- discuss coherently the outcome of the research, its relevance for the practical implications.

2.3. The structure of the dissertation's content must include the following main sections:

Monography or scientific paper

- **title page** with student name(s), title of the research project, and name of research supervisor (the template is provided in Annex 3-A and Annex 3-B)
- **abstract** of the paper and the list of **key words** (up to 6 words or phrases). As a rule, the abstract has a length between 150 and 300 words and contains several parts: purpose, design/methodology/approach, findings, originality/value, practical value;
- **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 and analyses**;
- **results** and their **discussion**;
- **conclusion**: the contribution of the paper to the theory and its possible practical implications; limitations of the study and the ways of their overcoming in the future research;
- **references** (in GOST (ГОСТ), Harvard, APA style or style, which was specified in the author's guideline of the journal).
- appendices (if necessary).

Project format

- **title page** with student name(s), title of the project, and name of research supervisor (the template is provided in Annex 3-A and Annex 3-B)
- **abstract** of the paper and the list of key words (up to 6 words or phrases). As a rule, the abstract has a length between 150 and 300 words;
- **introduction** containing the research goal and objectives, arguments for the relevance of the research, a brief description of its practical significance, the structure of the paper;
- **literature review**;
- **analysis of the problem**;
- **tools for solving the problem**;
- **results** and their **discussion**;
- **recommendation** proposed by the student(s);
- **conclusion**: practical implications of the dissertation results; limitations of the study and the ways of their overcoming in the future research;
- **references** (in GOST (ГОСТ), Harvard or APA style).
- appendices (if necessary).

2.4. As a rule, the text of the dissertation is structured according to the sections detailed in 2.3 above. Each part should have an appropriate heading. All headings should use initial capitals only.

2.5. The dissertation 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 center 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.

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

2.7. 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.

2.8. Use footnotes if necessary (Times New Roman 11 pt), endnotes are not permitted.

3. STAGES OF THESES PREPARATION

No.	Stage of Preparation	Parties Responsible for Respective Stages of Theses Preparation	Deadlines
1	Submitting proposals on the thesis topics via HSE University’s virtual learning environment (VLIS)	DP’s lecturers and researchers, with support of administrative staff of schools	September 1 up to October 10 of the ongoing academic year
2	Approving the proposed topics of theses by the degree programme’s administration	DP’s academic supervisor in conjunction with the DP’s Academic Committee	Technical test: within 72 hours after submitting an application for approval; To be checked for the meeting of set criteria by academic supervisors of the degree programme: up to 96 hours after the submission of the application for approval
3	Selection of topics of theses by students Proposing topics upon students’ initiative	Students / DP academic supervisor	October 10 up to November 1 of the ongoing academic year
4	Selection topics of theses from among submitted proposals	DP’s lecturers and researchers, with the support of administrative staff at departments and faculty project managers	November 1- 10 of the ongoing academic year

5	Second round for selection of topics of theses; or putting forward topics by those students whose previous applications have been rejected	Students / DP academic supervisors / Faculty members and researchers, with the support of administrative staff of schools/departments, research subdivisions, and the faculty's project managers	November 1- 20 of the ongoing academic year
6	Checking that students have received topics for their theses, as validated by their academic supervisors	Programme office	November 20 until December 15 of the ongoing academic year
7	Approval of topics of theses in the students' IC; Issue of a directive to assign respective topics and thesis supervisors to students	Programme office	Before December 15 of the ongoing academic year

4. DISSERTATIONS WRITTEN IN GROUPS

4.1. A dissertation may be developed by a group of students (two students). In this case, it is assumed that the dissertation solves more significant problems than an individual paper. For example, multiple hypotheses can be tested, several models developed, the larger dataset collected. It is important to remember about the internal logic of the whole research if several students implement a dissertation together.

4.2. If a dissertation is written by a group, its length can exceed the upper limit. As a rule, its length is between 80,000 and 120,000 characters, including spaces.

4.3. The contribution of each member of the group should be clearly stated in the introduction to the dissertation. If students are working together at all the sections and tasks of the dissertation and their contribution cannot be evaluated separately, it also should be stated in the introduction.

5. SELECTION AND APPROVAL OF DISSERTATION TOPICS

5.1. The lecturers develop a provisional list of dissertation topics or research areas to be subsequently approved by Academic Supervisor and Academic Council of the Master Programme. Potential employers can also propose topics and research areas. Academic Supervisor and Academic Council also can consider topics that are proposed by students.

5.2. The Programme Academic Supervisor can exclude proposed topics from the list if they are not relevant to the level or area of the degree programme.

5.3. The lecturers and employers whose topics were excluded by the Academic Council and Academic Supervisor may discuss the reasons for such exclusion with the Academic Supervisor within three business days from receiving the notification. Following such discussions, the Academic Supervisor may return some topics on the list.

5.4. From October 10 of the ongoing academic year, students may choose topics of theses via the University's virtual learning environment (VLIS).

5.5. Students can familiarize themselves with proposed topics and submit applications for chosen topics from October 10 until November 1 of the ongoing academic year.

5.6. Students should consult their future thesis supervisor (hereafter the “supervisor”) in order to make a decision in regards to selecting or finalizing a topic for their thesis.

5.7. At this time, students can also file an application with a proposal for their own topic for their thesis. This proposal shall be subject to approval of a student’s degree programme academic supervisor.

5.8. After reviewing a topic of a thesis, as proposed by a student, his/her DP academic supervisor can either accept or reject the proposal or revise it jointly with the student.

5.9. In the period from November 1 to November 10 of the ongoing academic year, supervisors shall select applications submitted by students, which can be either accepted or declined.

5.10. If none of a student’s applications with proposed topics for a thesis have been approved, he/she has the right to choose another topic again from November 1 until November 20 of the ongoing academic year.

5.11. Finalized lists of these topics, as selected by students, as well as appointed supervisors, shall be prepared by the DP programme office from November 20 until December 15 of the ongoing academic year.

5.12. By December 15 of the ongoing academic year, the topics of students’ theses shall be included in their individual curricula (IC), and, thus, respective obligations on the part of students to write papers on said topics will arise.

5.13. Topics of papers, appointed supervisors and deadlines for the submission of final versions of theses by students shall be fixed in a respective directive before December 15 of the ongoing academic year. The directive shall be drafted by the programme office of the respective degree programme as per a sample kept in the Catalogue of HSE University’s templates for directives with respect to student affairs and signed by the faculty’s dean.

5.14. Any changes, including clarifications with respect to the topic of a thesis, must be made no later than 1 (one) calendar month before the deadlines for the submission of the final version of a thesis date on the basis of an application addressed to the faculty’s dean (Annex 7).

5.15. Applications for revising or specifying a paper’s title can be submitted via VLIS. An application must be subject to approval of the academic supervisor of the student’s DP, and thereafter the revised topic of a student’s thesis shall be set as per the directive issued by the faculty dean.

5.16. If a topic for a thesis has not been chosen by a student in due time, this shall be regarded as a failed assignment. He/she must remove such academic failure as per the established procedure and within the deadlines provided in the Regulations for Interim and Ongoing Assessments of Students at HSE University.

6. PREPARING THESES

6.1. After a thesis topic and supervisor are approved in a student’s IC, he/she shall receive a PTE assignment from the supervisor with the conditions and schedule of works to be completed. A template form for PTE assignments is provided in Annex 6 hereto.

6.2. The signing of a PTE assignment is an initial and mandatory deadline in each student's progress with any element of practical training.

6.3. A draft thesis, which is submitted by a student to their supervisor, shall be the second mandatory deadline in his/her work on a given thesis. At this stage, students must formulate a provisional hypothesis/main idea for their papers, pinpoint the problem that their thesis will be focused upon, and outline a structure of the thesis.

6.4. A draft thesis can be prepared by a student as part of the research seminar and individual consultations with DP academic supervisor.

6.5. Students can finalize their draft theses, which have not yet been approved by their supervisor, and re-submit a finalized version. The exact dates for re-submission and assessment of the paper shall be agreed upon with the thesis supervisor, but this deadline should be appointed before December 25 of the ongoing academic year. If a draft paper has not been submitted before the deadline, the respective supervisor shall notify the student's DP programme office by corporate e-mail or via LMS' special module.

6.6. The submission of the first version of the thesis shall be the third mandatory deadline. The thesis' first version will be submitted to the supervisor for review; the version may be edited further on (if necessary). The first version of the thesis shall be submitted as per the work schedule, which shall be fixed in the internship programme.

6.7. As the fourth mandatory deadline of thesis preparation, the final version of a thesis shall be submitted to the supervisor as a non-scanned e-copy of the paper, which should be uploaded online via a special module in VLIS. A template form for a thesis' cover page is provided in Annex 3-A and 3-B hereto.

6.8. Within 7 (seven) calendar days after receiving the final version of a thesis, a respective thesis supervisor shall provide their feedback to the student's programme office. Feedback must contain a recommended grade for the student's thesis on a 10-point grading scale. When utilizing the VLIS, the thesis supervisor shall upload the feedback in the special module with the recommended grade provided thereto. A template form for feedback can be found in Annex 1 hereto.

6.9. After uploading a final version of a thesis to the special module in VLIS, the paper shall be automatically checked for plagiarism via the Antiplagiat system . If proven facts of plagiarism are uncovered in the thesis, disciplinary sanction can be applied to the relevant student pursuant to the Procedure for Taking Disciplinary Actions for Violations of Academic Standards in Student Papers at HSE University (Annex 7 to HSE University Internal Regulations).

6.10. Thesis peer-review shall serve as the fifth mandatory deadline in the thesis composition process. A reviewer shall be appointed from among faculty members or researchers at the University. Representatives of another academic institution or a staff member of another professional organization operating in the industry/field in line with the given thesis topic can also act as a reviewer.

6.11. A directive with respect to a reviewer's appointment shall be signed by a faculty's dean as per the recommendation of the DP's academic supervisor at least a month before the appointed date for the thesis defence. The student's full name, the thesis topic and the reviewer's details (full name, academic degree, academic title, place of employment and the position) must be provided in the directive.

6.12. If a reviewer is appointed from among the University's staff, the thesis shall be made available to him/her for review via VLIS immediately after the approval of the directive on his/her appointment and the thesis final version's upload by the student to the latter's personal account.

6.13. If a reviewer is not an HSE University staff member and, or for any other reason he/she cannot get access to a student's thesis via VLIS at HSE University, the relevant programme office shall forward him/her the student's thesis from the latter's corporate e-mail within 3 (three) calendar days after the text has been downloaded to VLIS.

6.14. Reviewers are obliged to conduct an in-depth analysis of the main provisions of theses submitted for peer-review in terms of the presentation of an author's own point of view / solutions to the given project's goals, their ability to use research methods / project work, valid grounds for conclusions and recommendations / appropriateness of the means used to achieve the results, the reliability and validity of the obtained results and solutions, along with their novelty and practical significance. Reviewers may also assess competencies acquired by a thesis author as provided for by the University's educational standards.

6.15. The recommended grade for a student's thesis on a 10-point scale must be provided in the review. If the University's VLIS is utilized, the peer-review shall be uploaded by the reviewer to the special module with the recommended grade provided. If a review is provided without using the VLIS, the reviewer shall then submit a review on the student's thesis in writing to the programme manager of the respective degree programme to the latter's corporate e-mail at least 6 (six) calendar days before the thesis defence date. The template form for reviewer feedback is provided in Annex 2 hereto.

6.16. A respective programme office shall upload a scanned copy of the peer-review to a respective electronic module via VLIS with the recommended grade specified. After downloading the text in the VLIS, the review shall be made available for a student's viewing.

6.17. Students must familiarize themselves with respective reviews and prepare their comments on the subject of a reviewer's notes.

6.18. The text of the thesis, the Supervisor's feedback and the peer-review(s) shall be submitted to the State Examination Board (hereafter the "SEB") at least 2 (two) calendar days prior to the thesis defence.

6.19. The thesis defence process (i.e., procedures for thesis defence) shall be governed by the Regulations on Final State Certification of Students of Bachelor's, Specialist and Master's Programmes at HSE University.

6.20. A provisional list of the stages for thesis preparation shall be as follows (for full-time degree programmes implemented as per a semester-based timetable and/or as per the four-module schedule for the study process):

No.	Stage of Preparation	Parties Responsible for Respective Stages of Theses Preparation	Deadlines
1.	Preparing the draft thesis, assessment by the supervisor	student/ supervisor	Deadlines are set in the internship programme, pursuant to the schedule of the thesis composition
2.	Resubmitting the draft thesis (if not approved by the supervisor earlier)	student/ supervisor/DP academic supervisors	Before December 25 of the ongoing academic year
3.	Presenting the first version of the thesis	student/ supervisor/DP	Deadlines are set in the internship programme, pursuant to the

		academic supervisors	schedule of the thesis preparation, at least 1 (one) calendar month before the scheduled date of the thesis defence
4.	Presenting the final version of the thesis	Student/ supervisor/DP academic supervisors	By the date set in the internship programme, pursuant to the schedule of the thesis preparation
5.	Uploading the thesis to the Antiplagiat system	student (automatically when uploading the final version of the thesis)	By the date specified in internship programme, pursuant to the timetable for thesis preparation
6.	Supervisor's feedback with respect to the thesis	supervisor/ programme office	Within 1 (one) calendar week after receiving the final version of the thesis
7.	Thesis review: Appointing the reviewer as per the faculty dean's directive upon recommendation of the academic supervisor	programme office / faculty dean / DP academic supervisor / reviewer	A directive shall be signed by the faculty dean at least 1 (one) month before the scheduled date of the thesis defence
8.	Thesis review: Submitting the thesis to the reviewer	programme office/ reviewer	The programme office makes sure that the final thesis versions are received by all reviewers within 3 (three) calendar days after their uploading
9.	Thesis peer-review: Uploading the received feedback to the online module for review by the students	reviewer / programme office / students	At least 6 (six) calendar days before the theses defence date
12.	Submitting a thesis to SEB along with the supervisor's and reviewer's feedback	programme office / SEB	Within 2 (two) calendar days before the theses defence date
13.	Thesis defence	student/ supervisor / academic supervisor/ faculty dean	Deadlines are set in the curriculum and the FSC schedule pursuant to the Regulations on Final State Certification of Students of Bachelor's, Specialist and Master's Programmes at HSE University, but prior to June 30 of the ongoing academic year.

7. DISSERTATION SUPERVISION

7.1. A supervisor appointed following the faculty dean's directive shall be directly responsible for thesis supervision.

7.2. Thesis supervisors shall be appointed from among the University's staff, who hold Doctor of Sciences, the Candidates of Sciences degrees, or a PhD degree, as well as practitioners with at least 3 (three) years' work experience in the respective industry/field, or staff employed by HSE University under conditions of secondary employment.

7.3. If it is necessary to provide assistance in the form of consultations, thesis consultants can be appointed from among the University's staff or employees of any third-party organizations whose professional activities and/or scientific interests correlate with the given thesis focus. Consultants shall give recommendations during thesis preparation, and they shall be responsible for providing consultations to the student.

7.4. Directives that include students who write theses under co-supervision of persons not employed by HSE University shall designate said persons as external thesis co-supervisors.

7.5. Two consultants can be engaged if a paper is written at the intersection of the two different fields of study.

7.6. Consultants must:

7.7. provide advice to students with respect to their selection of research methods / project implementation, as well as selecting bibliographical sources and materials;

7.8. give recommendations with respect to contents of the student's thesis.

7.9. A decision about the appointment of a consultant(s) shall be made by the DP academic supervisor (as per the recommendation of the supervisor and upon approval of the faculty dean) on the basis of the student's request approved by the Supervisor.

7.10. A supervisor's replacement, as well as the appointment of thesis consultants and co-supervisors, shall be enacted by the faculty dean's directive upon the recommendation of the DP's academic supervisor.

7.11. The course and quality of work on the thesis preparation for the defence shall be supervised by the thesis supervisor and/or co-supervisor, as well as the DP programme office, with respect to any matters relating to the deadlines for the submission of all necessary documents by students and meeting the established deadlines of thesis preparation.

7.12. A thesis supervisor can be replaced no later than 2 (two) months before the thesis defence (Annex 8).

7.13. A thesis supervisors must draw up an official memorandum to notify the Programme Academic Supervisor and the Dean of plagiarism and/or any other violations of the academic code of ethics committed by students.

7.14. Supervisors shall be responsible for thesis supervision, including:

7.14.1. providing consultations to students with respect to formulating the final version of the thesis topic, preparing the schedule of work, a draft thesis, and the first version of the thesis, as well as choosing bibliographical sources and materials;

7.14.2. providing assistance with respect to the selection of research methods / project implementation;

7.14.3. determining provisional stages of work on the thesis jointly with the student;

7.14.4. exercising systematic control in the course of thesis composition with respect to the plan and the work timetable;

7.14.5. informing the respective DP programme office should a student fail to follow the timetable for thesis preparation;

- 7.14.6.giving students advice with respect to the thesis contents;
- 7.14.7.evaluating the quality of thesis preparation as per established requirements (i.e. as feedback);
- 7.14.8.approving details of the thesis prepared by the student for publication on HSE University’s website (portal) or other online resources.
- 7.15. The supervisor has the right to:
 - 7.15.1.select a mode of interaction, which would be suitable both for the Supervisor and the student, coordinate the schedule of the thesis preparation and establish intervals for personal meetings and other contacts;
 - 7.15.2.based on each meeting’s results, request that the student prepare and submit a short summary of received recommendations for approval, along with further steps for thesis preparation;
 - 7.15.3.make sure that the student follows the recommendations and comes well-prepared to meetings;
 - 7.15.4.assign a grade for the thesis with due regard to the student’s compliance with the deadlines for submitting a draft and the final version of their thesis, as well as the completion of the respective stages of the thesis preparation as per the plan approved by the supervisor;
 - 7.15.5.take part in the SEB meeting at the thesis defence.

8. DISSERTATION PREPARATION RESTRICTIONS

- 8.1. Students must comply with the dissertation preparation schedule developed and finalized together with their supervisors.
- 8.2. Dissertations are subject to external review. The reviewers are assigned by the Academic Council no later than 45 days before the defense. The reviewer is giving a grade according to the HSE system of grading.
- 8.3. Failure to complete a dissertation by the fixed deadline constitutes academic failure that can only be remedied through the formal procedures established at HSE.

9. DISSERTATION SUBMISSION

- 9.1. Publications of theses made available to the public on HSE University’s website (portal) shall be regulated by the respective DP internship programme, pursuant to the current legislation and the University’s internal bylaws.
- 9.2. Publications of abstracts and full versions of theses available to the public on HSE University’s website (portal) shall be regulated pursuant to the current legislation and the University’s internal bylaws.
- 9.3. Students must upload a .doc, .docx or .pdf file with the final text of their dissertation through their personal profiles in the LMS no later than 14 days before the officially scheduled day of defense. “Антиплагиат” or “Turnitin” (or relevant English/Russian-language anti-plagiarism software, approved by Study Office) text check-up is attached to the dissertation.
- 9.4. Submission deadlines for dissertations that are subject to defense cannot be extended. Failure to complete a dissertation by the fixed deadline (as per Clause 6) constitutes academic failure.

9.5. Students must submit a draft of their dissertation to their supervisors at least ten days before the upload date.

10. DISSERTATION REVIEW AND DEFENSE

10.1. Dissertation defense takes place each academic year during the period June 1-10.

10.2. Defense dates and Board composition are set by the Programme Academic Supervisor and approved by the HSE rector.

10.3. Defense is held in the presence of the Dissertation Board of at least three Programme members, and at least three external members. The Chair is an external member, an expert in the area of arts and culture management. Two thirds of Dissertation Board represents the Quorum.

10.4. In the case of offline defense, the Study Office must provide the Board with at least one copy of each student's dissertation and of the review written by the supervisor. The Board is provided with the version that had been uploaded through the student account in the LMS. The copy of the external review is also given to the Board.

10.5. 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 Study Office must publish defense dates on the programme website at least 30 days in advance.

10.6. The defense is organized in a following way: student(s)' presentation of the research results (**up to 20 minutes**); answers at the Board's questions (**up to 10 minutes**), comments on external reviewer's notes and final remarks (up to 5 minutes); in total the defense lasts up to 35 minutes.

If a dissertation is completed by a group of students, the time for their presentation can be extended (**up to 40 minutes**), as also the time for the discussion (**up to 20 minutes**).

10.7. Results of a dissertation defense are reflected in the Board minutes. Chair of the Board is responsible for the Board's operation and minutes' preparation.

10.8. If students miss their dissertation defense for a valid reason supported by documentary evidence, they will be allowed to defend their dissertation on a different date within the specially designated period (not later than 6 months since the appointed date of the defense).

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

10.10. Students whose supervisor or reviewer gave their dissertation a fail grade are allowed to proceed to the defense.

10.11. Each dissertation 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*: <https://www.hse.ru/docs/182661271.html> Dissertation supervisors will be notified of the outcome of such checks and must take them into account when grading the dissertations. Dissertation supervisors review the version that was uploaded through the student account in the LMS.

10.12. If plagiarism is discovered in a dissertation, it is handled in accordance with the *Procedures for Applying Disciplinary Measures for the Violation of Academic Standards for Student Papers at HSE*: <https://www.hse.ru/docs/187025700.html> Work with signs of plagiarism will be examined at a meeting of the Dissertation Board. If plagiarism is

confirmed, the thesis will receive an evaluation of ‘Unsatisfactory’, regardless of which section of the thesis the plagiarism appears in. Plagiarism can be identified by supervisor, academic director, members of Dissertation Board and other lecturers of master programme.

11. GRADING, RE-EXAMINATION AND APPEAL

11.1. The final grade for the master’s thesis is calculated using the following formula:

Final grade = 0.7*thesis + 0.3*presentation, where

“**thesis**” is an average evaluation of the members of the Dissertation Board for the text of thesis (evaluation criteria are given in Annex 5),

“**presentation**” is average evaluation of the members of the Dissertation Board of the presentation (evaluation criteria are given in Annex 4).

11.2. The dissertation’s reviewer assesses the dissertation on a ten-point scale. In the review, the dissertation is assessed according the list of criteria that is provided in the approved form (Annex 2).

11.3. The oral defense is assessed according the list of criteria provided in Annex 4.

11.4. If a dissertation is performed by a group of students, the grades within the group can differ. If students state clearly their contribution to the dissertation, all grades may differ, if the authorship is unseparated, the grade for the defense may differ depending on the students’ presentation and their answers at the questions from the Board.

11.5. The student may individually file an appeal to the appeal committee within 1 working day (next day) upon receiving the grades with detailed grounds for appeal. The appeal should be based just on disagreement with the procedure of conducting the state’s final attestation. The student will make a decision within 3 working days.

12. DISSERTATION STORAGE

The Study Office stores copies of dissertations for 2 years (either in the form of hard copies or electronic files)

Annex 1. Template Form of the Supervisor’s Feedback on a Thesis

National Research University Higher School of Economics St. Petersburg Branch St. Petersburg School of Economics and Management

Supervisor’s feedback on the thesis, written by

student _____,
(student’s full name)

2nd year of study, Master’s degree level,
Area of studies 38.04.02 “Management”,
degree programme Arts and Culture Management,
faculty St. Petersburg School of Economics and Management,
on the topic: “ _____ ”

No.	Assessment Criteria	Comments	Supervisor’s Grade
1	The quality of the justification of the relevance of the research question		
2	The quality of the literature review		
3	The contribution to the existing knowledge and/or practice		
4	The quality of the methodology and argumentation of research design		
5	The correspondence between the methodology and the research question		
6	The relevance of collected data		
7	The completeness of the description of the results		
8	The quality and completeness of the conclusions		
9	The quality of the layout		
	Rrecommended grade for the thesis		

Comments on grades:

Supervisor

academic degree, academic title,

department/subdivision _____ /signature/ _____ initials and last name

(place of employment)

date

Бланк отзыва научного руководителя на русском языке

Национальный исследовательский университет

Высшая школа экономики

Санкт-Петербург

Школа экономики и менеджмента

Отзыв научного руководителя на выпускную квалификационную работу студента

_____ ,

Второй курс, магистратура

Направление подготовки 38.04.02 “Менеджмент”,

Магистерская программа «Менеджмент в индустрии впечатлений»

Школа экономики и менеджмента

На тему: “ _____ ”

»

№.	Критерии оценивания	Комментарии	Оценка
1	Качество и аргументация исследовательского вопроса		
2	Полнота и релевантность литературного обзора		
3	Научный и практический вклад		
4	Обоснованность выбора методологии и дизайна исследования		
5	Аргументация взаимосвязи исследовательского вопроса и методологии		
6	Релевантность собранных данных		
7	Полнота описания результатов		
8	Качество и полнота заключения и дискуссии		
9	Структура и стиль работы		
	Рекомендуемая оценка		

Комментарии:

Научный руководитель

ФИО

Должность, место работы

/подпись/ _____

Дата

Annex 2. Template Form of the Reviewer's Feedback on a Thesis

**National Research University Higher School of Economics
St. Petersburg Branch
St. Petersburg School of Economics and Management**

Review with respect to
the Master's thesis, prepared by

Student _____ ,
(student's full name)

2nd year of study, degree programme Arts and Culture Management,
faculty St. Petersburg School of Economics and Management,
on the topic: " _____ "

No.	Criteria	Comments	Grade
1	Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis		
2	Structure and logic of the text flow		
3	Quality of analytical approach and quality of offered solution to the research objectives		
4	Quality of data collection and description		
5	Quality of the research to set objectives.		
6	Practical and theoretical value of the research		
7	Quality of thesis layout		

Each item above is evaluated on the 10-grade scale: 0-3 – failed, 4-5 – satisfactory, 6-7 – good, 8-10 – excellent.

Additional comments:

Final conclusion and grade

Master dissertation of meets the requirements of the Master in the Programme, and according to the reviewer's opinion deserves a "...” grade, thus the author can be given the master's degree in the area of studies 38.04.02 "Management".

Reviewer

academic degree, academic title,

department/subdivision _____ /signature/ _____ initials and last name
(place of employment)

Date

Бланк отзыва рецензента на русском языке
Национальный исследовательский университет
Высшая школа экономики
Санкт-Петербург
Школа экономики и менеджмента

Отзыв рецензента на выпускную квалификационную работу студента

_____,
Второй курс, магистратура
Направление подготовки 38.04.02 «Менеджмент»,
Магистерская программа «Менеджмент в индустрии впечатлений»
Школа экономики и менеджмента
На тему: “ _____ ”

No.	Критерии оценивания	Комментарии	Оценка
1	Аргументация актуальности темы исследования. Обоснованность цели и задач работы.		
2	Структура и логика работы		
3	Качество проведенного анализа и решения поставленного исследовательского вопроса		
4	Качество сбора и анализа данных		
5	Обоснованность выбора методологии и дизайна исследования соответствие поставленному исследовательскому вопросу		
6	Практическая и теоретическая значимость работы		
7	Стиль работы		
	Рекомендуемая оценка		

Комментарии:

Магистерская диссертация студента соответствует требованиям предъявляемым к магистерским диссертациям программы и согласно мнению рецензента заслуживает оценки « » , а ее автор заслуживает присуждения квалификации магистр направления подготовки 38.04.02 «Менеджмент».

Рецензент
ФИО

Должность, место работы

/подпись/ _____

Дата

Annex 3-A. Template for Thesis Cover Page (in English)

NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS

ST. PETERSBURG BRANCH

ST. PETERSBURG SCHOOL OF ECONOMICS AND MANAGEMENT

author's full name²

THESIS TOPIC

Final Graduation Paper - MASTER'S THESIS, written

in the field 38.04.02 "Management"

degree programme "Arts and Culture Management"

Reviewer (if applicable)

Doctor of _____ Sciences, Professor

initials and last name

Supervisor

Doctor of _____ Sciences, Professor

initials and last name

Consultant

Doctor of _____ Sciences, Professor

initials and last name

St. Petersburg, 202_

² All authors must be specified, if a term paper / thesis was prepared by a group of authors.

Annex 3-B. Template for Thesis Cover Page (in Russian)

ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ АВТОНОМНОЕ ОБРАЗОВАТЕЛЬНОЕ
УЧРЕЖДЕНИЕ

ВЫСШЕГО ОБРАЗОВАНИЯ

«НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ

«ВЫСШАЯ ШКОЛА ЭКОНОМИКИ»

Факультет Санкт-Петербургская школа экономики и менеджмента

Фамилия Имя Отчество автора³

НАЗВАНИЕ ТЕМЫ ВКР

Выпускная квалификационная работа - МАГИСТЕРСКАЯ ДИССЕРТАЦИЯ

по направлению подготовки 38.04.02 «Менеджмент»

образовательная программа «Менеджмент в индустрии впечатлений»

Рецензент (*если имеется*)

д-р _____ наук, проф.

И.О. Фамилия

Руководитель

д-р _____ наук, проф.

И.О. Фамилия

Консультант (*если имеется*)

д-р _____ наук, проф.

И.О. Фамилия

Санкт-Петербург 202_

³ В случае групповой подготовки КР / ВКР указываются все авторы.

Annex 4. Assessment Criteria for the Presentation

<i>i</i>	Component	<i>Ki</i>	LO	Criteria
1	Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis	0.1	<ul style="list-style-type: none"> ▪ Is able to reveal and formulate topical problems in arts and culture management ▪ Formulates aims, objectives, research problem ▪ Can justify the choice of the topic 	<ul style="list-style-type: none"> ▪ Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; ▪ originality of the topic and the extent to which it was covered; ▪ alignment of the thesis' topic, aim and objectives.
2	Literature review	0.2	<ul style="list-style-type: none"> ▪ Is able to find relevant literature ▪ Can make a critical review of the body of academic papers 	<ul style="list-style-type: none"> ▪ Number of references ▪ Relevance of references ▪ Quality of critical review
3	Quality of data collection and description	0.2	<ul style="list-style-type: none"> ▪ Is able to collect data ▪ Makes the search of data ▪ Creates and validates samples ▪ Justifies methods of data collection ▪ Processes the data according to the research objectives 	Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods.
4	Quality of the methodology	0.2	<ul style="list-style-type: none"> ▪ Is able to pose hypotheses, can choose methods and approaches, ▪ Is able to identify practical problems ▪ Uses appropriate and relevant methods of analysis, modeling and data empirical testing ▪ Makes appropriate conclusions and discusses them Proposes valuable solutions for practical problems 	Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model, developing methodology/approach to set objectives developing valuable solution of practical problems review from a company(organisation) for which the project is developed
6	Report and presentation of results	0.15	<ul style="list-style-type: none"> ▪ Reports clearly ▪ Presents results of the research in an appropriate manner ▪ Discusses the results 	<ul style="list-style-type: none"> ▪ The quality of the presentation and layout ▪ The coverage of main issues ▪ The structure of the presentation
7	Answers on the questions	0.15	<ul style="list-style-type: none"> ▪ Gives clear and profound answers ▪ Argues the main positions of the dissertation ▪ Comments the referee's remarks 	<ul style="list-style-type: none"> ▪ Clearness and profoundness of answers ▪ Full coverage of all critical remarks

Annex 5. Assessment criteria for master's thesis evaluation

	15%	20%	20%	15%	20%	10%
Assessment criteria ⁴	1. Purpose, planning and problems of the thesis - choice, specification and justification of topic - definition and usage of concepts - presentation of problems and hypotheses - scientific significance, novelty value and innovativeness of the thesis	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 thesis. Linguistic form and final polishing of the text
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 ² 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,	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.	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.

⁴ The requirements provided for the lower levels also apply to the higher levels

	15%	20%	20%	15%	20%	10%
				superficial, and only answers some of the research problems.	Critical evaluation of the study is missing or superficial.	
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 synthesis ² 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.
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 thesis, 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 . The background theory sufficiently justifies the	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.	The results have been presented clearly but conventionally. Tables and figures are faultless and support the interpretation. *data has been comprehensively	The discussion and conclusions are anchored to the main results. Discussion may still contain some incomplete and unorganized parts. The results are presented in	The structure is clear and consistent, and the research process is easy to follow. The text is written with an appropriate academic style

⁵ Source synthesis refers to the critical evaluation of the sources used in the work, and comparing, concluding and interpreting the data in them.

	15%	20%	20%	15%	20%	10%
		purpose and problems of the study. The use of concepts is fluent and consistent.	Ethical issues have been considered sufficiently.	analyzed. The results have been presented in an organized way and on the basis of authentic material.	relation to earlier literature and theoretical viewpoints, but argumentation is mainly declaratory.	and register.
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 successfully. 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 analyzed 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.
Excellent 9-10	The study is interesting and significant for the	The literature is essentially related to the	The research methods are reliable and have been	The results have been presented in an	Discussion, as well as the entire	Language in the study is of a

	15%	20%	20%	15%	20%	10%
	discipline. The topic is exceptionally challenging. The work contributes significantly to the field.	theme of the research task and problems, and it consists of high-level scientific and original publications. Literature is also evaluated and analyzed with regard to the degree of reliability in the studies and the observations made in them ⁶ .	evaluated by the student. The methods are demanding and have been successfully mastered in the work.	interesting, clear and organized way. The text and figures/tables constitute a harmonious entity, which allows a more profound interpretation.	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.	high quality.

⁶ In systematic literature reviews, this is paid attention to even in the lower grades.

Annex 6. Template Form of PTE Assignments, Completed via HSE University's Virtual Learning Information System

National Research University Higher School of Economics

ASSIGNMENT FOR THE PTE COMPLETION for

a full-time _____ - year student

(underline as appropriate)

(last name, first name, middle name/patronymic (if any))

Degree programme (DP)

(programme)

at the
Master's level

*(underline as
appropriate)*

in the field of/qualification

(code of field of study/qualification)

faculty⁷

Internship

professional / project / research

Type of internship

(as per DP curriculum)

(PTE type)

PTE duration⁸

from _____, 202__

to _____, 202__

⁷ A faculty refers to any subdivision at HSE University (including an institute), engaged in the provision of degree programmes at the Bachelor's, Specialist and Master's level.

⁸ A PTE denotes an element of practical training, as per a given degree programme's curriculum.

PTE topic (title) <i>(except professional internship)</i>	<i>Term paper / thesis topic in Russian and English / project title</i>
PTE workload (in credits)	<i>Maximum number of credits awarded to a student for PTE</i>
PTE goal	
PTE objectives	<i>A short description of the assignments for the professional internship / term paper/thesis contents / project goals and objectives</i>
Requirements to PTE outcomes	<i>Provide a precise description of the outcomes subject to assessment</i>
Reporting format	<i>Report / presentation / final version / layout / database / etc.</i>
Mandatory / optional presentation of outcomes	<i>Presentation form, if any: e.g., presentation, defence of a term paper/thesis/project outcomes, discussion, event, etc.</i>
Requirements to students completing a PTE assignment	<i>Basic knowledge and competencies (prerequisites), which must be acquired by a student (student agrees that he/she has all necessary skills for completing a PTE assignment)</i>

PTE Schedule⁹

PTE stage	Document	Deadline
1. Signing an assignment	Assignment signed by student	<i>dd.mm.yyyy</i>
2. Interim results	<i>Completed by PTE supervisor</i>	<i>dd.mm.yyyy</i>
3. Final report	<i>Choose: report / final version of term paper/thesis</i>	<i>dd.mm.yyyy</i>

PTE Supervisor at HSE University:

_____ (position) _____ (signature) _____ (last name, initials)

The assignment was received on _____, 202__

Student

_____ (signature) _____ (last name, initials)

⁹ Three mandatory deadlines. The PTE supervisor may add other deadlines (PTE completion stages) at their own discretion.

Annex 7. Template Request for Change of Dissertation Topic

TO:
Academic Supervisor of the
Master’s Programme
“Arts and Culture Management”
Professor J. Trabskaya
(full name)

FROM:

(full name)

Year ___ student, group No. ____

Request

I hereby request to change the topic of my dissertation from

(title in Russian)

(title in English)

to

(title in Russian)

(title in English)

(Student’s signature)
“ ___ ” _____ 202_

(Supervisor’s signature)
“ ___ ” _____ 202_

Annex 8. Template Request for Change of Dissertation Supervisor

TO:

Academic Supervisor of the
Master's Programme
"Arts and Culture Management"
Professor J. Trabskaya
(full name)

FROM:

(full name)

Year ____ student, group No. ____

Request

I hereby request to change the supervisor of my dissertation

(title in English)

from

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

to

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

(Student's signature)
" ____ " _____ 202_

(Supervisor's signature)
" ____ " _____ 202_

" ____ " _____ 202_

(New supervisor's signature)