**Appendix A**

**Internship Programme**

**GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF TERM PAPER. MA “INTERNATIONAL BUSINESS IN THE APR” AT ST. PETERSBURG SCHOOL OF ECONOMICS AND MANAGEMENT**

**Area of Studies: 38.04.02 «Management»**

1. **GENERAL PROVISIONS**
   1. These Guidelines for Preparation and Defense of Term Papers (hereinafter, the Guidelines) have been prepared in line with the Regulations on Term Papers and Theses written by BA, Specialist and MA Students of the National Research University Higher School of Economics (hereinafter, the Regulations), approved by the HSE Academic Council, minutes No.6 dated June 17, 2021.
   2. Term Paper (hereinafter, TP) is prepared and defended during the 1st academic year.
   3. According to the program’s curriculum, the term paper submission falls in Module 4 during the 1st academic year.
   4. Term Papers prepared on MA programmes are defended at the Defence Board.
   5. The Term Paper is completed in English. It could be prepared individually or in groups **(the maximum number of students in a group is 2).**
2. **TERM PAPER STRUCTURE, CONTENT AND FORMAT**

2.1. The Term Paper is a structured research paper on the issues directly related to the International Business sphere. It should be **8 000 to 12 000** **words** in length (for group term papers the length should be **12 000 to 16 000 words**). The number of words includes a table of contents, the main content of the work and a list of used sources and literature (Bibliography). Applications in the form of maps, tables, charts, diagrams, etc., taken outside the scope of the work, are **not included** in the calculation of words.

Group term papers must include the table which outlines (See Appendix A-6):

* students’ surnames
* term paper section(s) every student contributed to
* word count of the contribution for each student

2.2. Term paper is an element of practical training. There are two main TP formats:

* academic format, when research focuses at obtaining new or extending existing knowledge about particular international business phenomena;
* consulting project format, when study aims to solve a practical task for a particular company, what results in development of practical recommendations.

2.3. **In the case of the academic format**, the structure of TP’s content must include the following main sections:

* title page with the student’s name, the title of the TP, and the name of the term paper supervisor (the template is provided in Appendix A-1);
* abstract of the paper and the list of key words (up to 6 words or phrases). The abstract should be no less than 150 words and should not exceed 300 words;
* table of contents
* introduction containing the research goal and objectives, research question, arguments for the relevance of the research, a brief description of its distinctive features, the structure of the paper;
* literature review;
* methodology, including sampling strategy, research methods of data collection and data analysis;
* results and discussion;
* contribution of the paper to the theory and its possible practical implications;
* references (in APA style; the provisional template is provided in Appendix A-2).

2.3.1. The section “Literature review” outlines the relevant literature[[1]](#footnote-2), identifies research problem and suggests theoretical framework for the research. It is to explain how does the research build on existing scholarship in management science and, if applicable, related interdisciplinary fields? How does the project extend beyond what has already been done? How does this theoretical discussion lead to identify goals of the research? How it helps to shape research question(s) and hypotheses? This section should be not less than half of the length of the whole document.

2.3.2. The section “Method and Data” describes the research design, methodology and research methods, including research database, sampling procedures, type of sampling and presents results of preliminary data analysis.

2.3.3. The section “Results and discussion” explains the research findings and elaborates on how they fit the chosen theoretical framework and the research hypotheses.

2.3.4. **In the case of the consulting project** format, the structure depends on the particular tasks of the project. Regardless of the problem solved by the consulting project, TP must contain a theoretical part and explain its novelty and practical significance for general cases.

2.4. Consulting format implies developing a solution to a practical problem based on a comprehensive analysis of an active company. The formal company request (a letter form the company where it confirmed interest and readiness to provide student access to data for making research) is required to conduct this format of term paper . This format may be used only if the project of the term paper is based on and proposed by a real, active company (which is certified by the abovementioned letter) and is formally approved by both the student’s TP Supervisor and the Academic Council/ Academic Director of the programme “International Business in the APR”.

2.4.1. Please be aware that your suggested topic/project might not be supported if suggested activities and project outcomes do not correspond with the managerial competences as stated in the educational standards of HSE. This format involves analysing a problematic situation, using a clear-cut research framework, applying (or developing, if relevant) a set of tools that can be used to solve the real business challenges and making recommendations for how to use these tools to solve these challenges. With this format, the term paper is required to have practical significance (i.e. managerial implications) and be based on the analysis of an active operating company.

2.4.2. Required documents:

Step 1. In order to get your suggested term paper topic approved, the formal request should be submitted in the form of the official letter in written form (paper original) stating that: the following students (state your full names) are participating in the following project (state the name of the project) realization upon company request, the company is willing to provide necessary support and/or information for the realization of consulting project, the supervisor from the company would be (state full name and position), and the projects outcomes will be used by the company within their operations.

Step 2. After your suggested term paper topic has been approved by Academic supervisor and/or Academic Council/ Academic Director, the formal technical task for the project’s realization should be submitted in written form (as a letter, or independent document) signed and sealed by the company. In the final version of the term paper, the documents (letter of request and technical task) signed by the company must be attached to the “appendices” section.

2.4.3. The main body of the term paper written in a consulting format should include the following parts: Literature review, Analytical section, Project section.

The Literature review section should include all the elements of the literature review section for academic format, which are relevant and can be attributed to the analysed problem.

The Analytical section of the term paper should contain a general description of the object of the term paper, an analysis of the relevant problem and data developed with modern techniques described in the theoretical foundation of the term paper. In addition, this section should contain different indicators related to the characteristics of the research object. This section should also contain a justification of the subsequent development of the term paper . This section should start with a description of the object researched in the term paper and a justification of why it is necessary to examine this object. Relevant reasons include a decline in the market, financial or organisational position of the object, potential new developments in the object, the initiation of new projects, etc. Next, this section should include a comprehensive analysis, starting from the formulation of the research programme. The research programme includes the different stages of analysis and the definition of instruments and statistical data that will be used in each stage of the analyses. This section should conclude with conclusions and recommendations for further measures that could be taken. These further measures are the basis for the third part of the term paper.

The Project section is the central part of this format and should contain the development of a set of measures for the solution of the stated problem as well as forecasts, with supporting calculations, for the results of the application of these measures. The basic requirement for this section is to present a comprehensive, thorough and complete solution to the problem studied in the term paper. This section should NOT include only general recommendations or general suggestions for further development. All of the suggestions and recommendations should be developed to the stage of implementation and should guide action, be detailed and precise. The term paper should show how these measures relate to the indicators relevant for the firm, organisation, etc. The content of the project part should be drawn up either in the form of a project charter (for the case of preparing a project related to the improvement of the company's current activities), or in the form of a business plan (for the case of creating a new business, product, service, etc.). The structure of the charter of the project, as a rule, is as follows:

* Prerequisites for project initiation
* Project goals
* Project objectives
* High-level description of the project content
* Product and project requirements
* High-level project risks
* Project Limitations
* Project assumptions
* Criteria for the success of the project
* Summary schedule of control events
* Appointment of a project manager
* Powers and responsibilities of the project manager
* Approval Sheet

2.8. The text of TP must be structured according to the sections detailed in 2.3 - 2.4 above. Each part should have an appropriate heading. All headings should use initial capitals only.

2.9. The term papers shall be prepared electronically and typewritten using Times New Roman 12 font size (footnotes shall be provided using 10 font size), 1.5 spacing. Margins: left – 2.5 cm, right – 1 cm, upper and bottom – 2 cm.

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.

TP can be also prepared with LaTeX. In this case, the student must approve the template with the Study Office at least thirty days before the date of submission of the final draft of the term paper.

2.10. 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.

2.11. Tables should be set as “Autofit to contents” and centred 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.

2.12. Use footnotes, if necessary, endnotes are not permitted.

2.13. For citations in the text the name and year (separated by comma) in parentheses format should be used (Some examples are presented in Appendix A-2).

2.14. The table of contents shall be automatically generated in Microsoft Word or any other word processor of student’s choice.

2.15. If a student fails to comply with the above-mentioned requirements for the term paper work count, at least one point (based on a 10-point grading scale) will be deducted from the final grade.

2.16. The bibliography includes all legislative acts, research papers, specialized publications and other sources used while preparing and writing term papers and theses and referenced in the text. The bibliography shall consist of at least 50 items, 60% of which must be academic papers predominantly of the most recent publication date. It is recommended to refrain from including textbooks and teaching aids in the bibliography.

2.17. Annexes shall be used if the author uses a large body of materials which can support the contents of the main body of the paper. Source information, the author’s tables and calculations, diagrams, figures and other materials can be presented in annexes.

1. **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 TP topics or research areas to be subsequently approved by Academic Council of the Master Programme. Potential employers may also propose topics and research areas to be added to the list.

3.2. The faculty places the provisional topics in the LMS directory. Students also may place their proposals in the LMS directory. The study office coordinates these activities and makes the list of TP topics available for Academic Council of the Programme.

3.3. Students may choose any member of the faculty of the Program as their supervisor, subject to this member’s consent. One supervisor may supervise up to 10 term papers per academic year. Exemptions from this rule consider specially by Academic Council (or Academic Supervisor) of the Programme.

3.4. TP topics are assigned to students upon the approval of their applications via LMS by the respective supervisors and Academic Supervisor of the Programme.

3.5. Applications must be approved by the TP supervisor via LMS no later than **25th November 2024**. In exceptional cases, when the use of LMS is technically impossible for any reason, personal requests can be submitted to the Study Office signed by the TP supervisor no later than **25th November 2024**.

3.6. The list of term paper topics and supervisors must be finalized by the Academic Council of the MA Programme by **2nd December 2024**. Some term paper topics may be declined by the Academic Council if they are not suited to the field of study, purpose of a term paper or the level of complexity. In this case, the Programme Academic Supervisor must also provide a justification for its decision and recommendations on how to adjust the topic.

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

3.8. Students may submit a new request for the term paper topic to the Programme Office. The Programme Academic Supervisor must approve the final list of term paper topics and supervisors no later than **5th December 2024**.

3.9. Upon the approval of the chosen topic by the Academic Supervisor of the Master’s programme, the programme manager makes the final list of the term paper topics selected by students and supervisors assigned to them. No later than **15th December 2024** TP topics are registered in the individual study plans of students, which means the emergence of an obligation to complete the work by students. The information on timing is presented on the official web-site of the Programme.

3.10. If students fail to choose a term paper topic by the deadline, or if their topic is declined by the Programme Academic Supervisor, they are facing academic failure. Such students may select their term paper topic during the extension period – from the start of the Module 3 to the end of the retake period for Modules 1 and 2 (until 15 February of the current academic year). If the new topic is selected on time and approved by the Programme Academic Supervisor, academic failure is waived.

1. TERM PAPER SUPERVISION

4.1. TP supervisors are responsible for direct supervision of TP preparation.

4.2. TP supervisors have the following duties:

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

- Help students choose appropriate research methodology;

- Monitor the progress of TP preparation against the established outline and schedule;

- Notify the Programme Academic Supervisor and Study 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 TP 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 TP 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 students’ term papers.

4.4. Supervisors assess quality of term papers against fixed requirements. They must fill in a special form (see Appendix А-3) where they put their review and grade for the term paper.

4.5. Term paper 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.

4.6. Applications to change the TP topic and/or the TP supervisor must be submitted via LMS no later than thirty days before the date of submission of the final draft of the term paper. In exceptional cases, when the use of LMS is technically impossible for any reason, personal requests to change the TP topic (Appendix A-4), signed by the supervisor, and requests to change the TP supervisor (Appendix A-5), signed by both supervisors, may be submitted to the Study Office by the same deadline.

5. TERM PAPER PREPARATION RESTRICTIONS

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

5.3. TPs 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, .docx or .pdf file with the final text of their term paper through their personal profiles in the LMS no later than 7 days before the examination period of Module 4~~.~~

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

6.3. Submission deadlines for term papers that are subject to defence 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 defence takes place **20, 23 and 25 June 2025**.

7.2. Defence dates and Board composition are set by the Programme Academic Supervisor. Programme Academic Supervisor or another Professor should be confirmed (by Academic Supervisor/Dean) as the chair of the board.

The duration of the individual presentation of TP should be **max 20 min** (approximately 15 minutes for questions), group presentation – **30 min max** (approximately 15 minutes for questions).

7.3. Defence is held in the presence of the Defence Board of at least three faculty members or research fellows of the School of Economics and Management. The Programme Academic Supervisor may also invite external members to the Defence Board (from other universities or business representatives).

7.4. The Study Office must provide the Board with access to 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 defence 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 the defence dates on the programme website at least one week in advance.

7.5. Results of a term paper defence are reflected in the Board minutes. The Chair of the Board is responsible for the Board’s operation and minutes preparation.

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

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

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

7.9. Each term paper must go through the **Anti-plagiarism system** pursuant to the *Regulations on Checking Student Papers for Plagiarism, the Use of Generative Models, and the Publication of Bachelor's, Specialist, and Master's Theses on the HSE University Corporate Website*. 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 or undisclosed use of generative models 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*.

7.11. The application of generative models in written assignments is subject to disclosure declarations when uploading the final version of the term paper in LMS . If a student/group of students uses generative models, they must disclose this fact in a special section of the uploading form, specifically declaring:

- the specific parts of the text that were drafted using generative models (the entire body of the work, separate sections of the work, or individual fragments of the work);

- the objectives for and means of applying generative models for each such part of the text (fully generated text, generated text subject to editing by the author, or text written by the author with the use of generated materials);

- the name of each generative model used, with a link to it in the internet (or, for other model sources, a description of the specific source);

- an assessment of the efficiency of using generative models and their effectiveness in achieving the assigned goals.

7.12. If a student or group of students uses automated content generation algorithms while completing an assignment, they must include a section titled “Description of a Generative Model Used” in their assignment. **This section should encompass a description of the objectives for using the generative model, the name of the generative model, link to the website on the Internet (or a description of another source of the model), and a description of its application method.**

7.13. if academic misconduct occurs, as listed in the Student Internal Regulations, such as copying at written or verbal examinations, using unauthorised materials / cheat sheets at verbal examinations, collusion, duplicate submissions of a paper, plagiarism in written works, fraud in written and verbal works, and fabricating data or results, using generative models without proper attribution, 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 grade for term papers prepared by the students shall be based on the grade by term paper supervisor (the grade will follow from his/her detailed feedback) and the grade by the defense committee. The grade will be calculated as an average of the two grades as follows:

**G supervisor (15%) + G committee (85%)**

If the supervisor’s and the committee’s grades differ by four points or more (e.g., 10 and 6, 9 and 5, etc.), the grade is entirely determined by the defense committee.

8.1.1. **Grade of the Committee** is the arithmetic mean of the overall assessments of each committee member. So, **G committee= (GCM1+GCM2+GCM3)/3**

CM1G is Grade of the Committee Member 1

8.2. In addition to the grade, the supervisor also gives detailed feedback according to the approved form (Appendix A-4) and according to the fixed date provided by the Programme.

8.3. **Assessment Criteria for the Academic Format**

|  |  |  |
| --- | --- | --- |
|  | **Evaluation criteria** | **Weight** (recommended significance) |
| 1. | The quality of the justification of the research motivation and the research framework (including literature review) | 20% |
| 2. | The quality of the research design (the fit of the chosen theoretical foundation and the research question formulation to the methodological choice) | 30% |
| 3. | Clear and validated results (robustness \ validity \ reliability tests, qualitative research protocols) | 20% |
| 4. | The quality of the discussion and conclusion sections (clearly presented value added of the research, intended scientific contribution, relevant managerial implications) | 20% |
| 5. | Responses to the questions | 10% |

**Academic format**

The **"Excellent" rating (10)** implies meeting the criteria for the grade 8 and clear perspective for a publication of research materials in a highly ranked journal (**HSE** **List of Eligible Journals:** **https://www.hse.ru/en/science/scifund/an/spiski\_all/**) or the presence of a positive review from the editorial board of the journal.

Assessment **“Excellent” (9):** Meeting all the criteria for the grade 8 plus demonstrating extensive knowledge of the topic beyond the curriculum.

Assessment **"Excellent" (8):** Formulation of a specific research problem, a meaningful and complete literature review on the research topic, critical analysis of the main results obtained in this literature, identification of a research gap, identification of a niche for independent research and elements of such research in accordance with modern methodology, correct use of research tools, methods and data, presence of the results, conclusions and managerial implications.

Assessment **"Good" (6-7):** The term paper defines the field of research, and also contains (perhaps not completely) the following elements: a review of the literature on the research topic, a critical analysis of existing approaches, the formulation of tested hypotheses, the presentation of formal and/or empirical models, analysis and analysis the prerequisites of these models, independent collection and/or empirical analysis of these data, interpretations of the results obtained.

Assessment **"Satisfactory" (4-5):** The term paper is mainly abstract in nature, vague or imprecise, while it cannot be rated "excellent" or "good" (see above). Attempts at independent research, however containing significant errors, can also be assessed as "satisfactory".

Rating **"Unsatisfactory" (1-2-3):** The term paper that does not meet the criteria described above.

8.4. **Assessment Criteria for the Consulting Format**

|  |  |  |
| --- | --- | --- |
|  | **Evaluation criteria** | **Weight** (recommended significance) |
| 1. | Understanding the problem being solved by a consulting project. The quality of the justification of the reasons why it is necessary to analyse and develop measures for the improvement of the object of the research | 20% |
| 2. | Quality and depth of the analysis of the identified problem. Formulation of company needs and expected results. | 20% |
| 3. | Evaluation of alternative solutions to the problem and justification of the choice of a solution. | 10% |
| 4. | Quality of project. Project implementation and risk evaluation. | 30% |
| 5. | Project customer report and company report on the implementation of project results in the company. | 10% |
| 6. | Responses to the questions | 10% |

**Consulting format**

The **"Excellent" rating (9-10)** assumes, confirmed by the organization that commissioned the project, the effect of implementing the recommendations.

Assessment **"Excellent"(8):** Statement of a practical problem faced by the organization-customer, a meaningful and complete review of the literature on the research topic, critical analysis of the main results obtained in this literature, identification of the main methods of solving the problem, identification of a niche for independent research, correct use of research tools, methods and data, the presence of conclusions. The practical part of the TP should contain a business plan (in the case of developing a new business direction) or a project charter (in the case of solving the problem of internal processes of the customer's organization) in accordance with accepted international standards.

Assessment **"Good" (6-7):** The TP defines the field of research (possibly without posing a research question), and also contains (perhaps not completely) the following elements: a review of the literature on the research topic, a critical analysis of existing approaches, a presentation of formal models for solving a management problem, independent collection and/or empirical analysis of data interpretations of the results obtained, the business plan or the charter of the project are incomplete or contain significant errors.

Assessment **"Satisfactory" (4-5):** The TP is mainly abstract in nature, while it cannot be rated "excellent" or "good" (see above). Attempts at independent research, practical calculations and recommendations that are not structured in form and contain significant errors can also be evaluated as "satisfactory".

Rating **"Unsatisfactory" (1-2-3):** The TP term paper that does not meet the criteria described above.

8.5. The term paper’s supervisor assesses the term paper on a ten-point scale. To receive credits for the term paper, students should be awarded a grade of at least 4 on a ten-point scale.

8.6. Students are considered to have failed their term paper if they receive grade “Fail” after the defence or after a review by their supervisor.

8.7. Final grades for term papers are entered into student performance records by the Chair of the Defence Board and submitted to Programme Office within five working days after the end of the examination period.

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

8.9. In the case where the term papers graded less than 4 on a ten-point scale the student will not get ECTS’s awarded. The student is required 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 Programme Academic Supervisor. The term paper supervisor can also be changed. 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 Supervisor no later than one month before the retake. In order to change the supervisor, the student must submit a new request signed by the new term paper supervisor and addressed to the Programme Academic Supervisor no later than one month before the retake. The student may resubmit the term paper only once.

8.10. The student may contest the grades for the term paper following the general appeal procedures. The student may file an appeal to the Programme Academic Supervisor of the programme 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 Study Office of the Master’s programme stores copies of term papers for 2 years (either in the form of hard copies or electronic files)

***Appendix A-1***

NATIONAL RESEARCH UNIVERSITY

HIGHER SCHOOL OF ECONOMICS

St. Petersburg School of Economics and Management

Master’s Programme “International Business in the APR”

The author’s full name

**TERM PAPER**

Term paper

Academic format / Consulting format

Area of studies 38.04.02 «Management»

|  |  |
| --- | --- |
|  | Supervisor  Doctor of …. Sciences, Professor  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Initials and Last name  Adviser (if applicable)  Doctor of …. Sciences, Professor  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Initials and Last name |

Saint Petersburg - 2025

***Appendix A-2***

Provisional Template for References

**Citations in the text** (some examples)**:**

The European approach has been studied from various perspectives (see, e.g., Hancher and Larouche, 2013).

The idea was explained by Littlechild (2018).

For Austrian economists, the market is a permanent process of entrepreneurial discovery (Sautet, 2010).

In case of a direct citation, there must be a page number. E.g.:“Asian developmental states moving up the GVC tend to develop tighter linkages with businesses through strategic and aggressive industrial policies and innovation partnerships.” (Pan, 2015: 1).

**References**

**Journal articles**

Littlechild, S. (2018). Regulation and the nature of competition. *Journal of Air Transport Management*, *67*, 211–223.

Ostrom, E. (2008). Institutions and the environment. *Economic Affairs*, *28*(3), 24–31.

**Books or chapters:**

Hancher, L., & Larouche, P. (2013). From a formalistic to an integrative model: The case of EU economic regulation. In *National Legal Systems and Globalization: New Role, Continuing Relevance*. TMC Asser Press, The Hague, The Netherlands.

Sautet, F. (2010). The competitive market is a process of entrepreneurial discovery. In P.J. Boettke (ed.) *Handbook on Contemporary Austrian Economics*. Edward Elgar Publishing.

**Sources in Russian language**[[2]](#footnote-3):

Auzan, A. A. (2017). Razvitie i “koleja” zavisimosti [Path dependence problem and possibilities of its overcoming]. *World Economy and International Relations*, *61*(10), 96–105.

Shastitko, A. Y., & Pavlova, N. S. (2019). Uslugi V Komplekse: Opredelenie Produktovyh Granic Rynka V Mobil’noj Svjazi [Complex services: Product market definition in mobile communications]. *Ekonomicheskaya Politika*, *14*(4), 120–141.

***Appendix*** A-3

**National Research University Higher School of Economics**

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

MA Programme in International Business in the APR

**Term paper supervisor’s feedback**

**1st year** student of the Master’s Programme “International Business in the APR”

Full name:

Topic:

|  |  |  |
| --- | --- | --- |
| No. | **Evaluation criteria** | **Supervisor’s comments** |
| **1.** | Explanation and substantiation of the research puzzle by the student |  |
| **2.** | Justification of the puzzle’s relevance to the state of the art in the field, and its connection to the academic debate; |  |
| **3.** | Correspondence between the topic (title), research goal, objectives, content and empirical findings (conclusions) of the paper: Does the paper answer the research question? |  |
| **4.** | Breadth and coverage of the literature review and its analytic depth: the number of papers reviewed; quality of conclusions; explication of the logic underlying the selection of the sources |  |
| **5.** | Ability to use theoretical concepts for building theoretical and methodological research framework, as well as formulating the research expectations and/or hypotheses (if a research question requires them) |  |
| **6.** | Effective use of methods for data collection and analysis |  |
| **7.** | Structure of the paper, logical reasoning in building connections within the argument and between different parts of the paper;  reliability and accuracy of the findings |  |
| **8.** | Conformity with requirements for the formatting, citation rules, as well as bibliographical references and lists |  |
| **9.** | Conformity with the formal requirements with regard to the number of academic sources and the word count (no fewer than 8 000 words for individual TP, 12 000 for group TP) |  |
| **10.** | **Recommended grade for the term paper (10 points scale)** |  |

Comments:

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

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

“\_\_\_”\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_2025

***Appendix A-4***

Template Request for Change of Term Paper Topic

TO:

Academic Supervisor of the MA Programme

International Business in the APR

Prof. Veselova Liudmila

FROM:

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

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

Student’s 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)

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*(Student’s signature)*

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

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

*(Supervisor’s signature)*

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

***Appendix A-5***

Template Request for Change of Term Paper Supervisor

TO:

Academic Supervisor of the MA Programme

International Business in the APR

Prof. Veselova Liudmila

FROM:

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

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

Student’s 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 A-6***

Group Work Distribution

|  |  |  |
| --- | --- | --- |
| **Author** | **Sections of the term paper** | **Number of the words** |
|  |  |  |
|  |  |  |

1. The preferred type of source is academic papers published in English in top tier journals from Academic journal guide of the Association of Business Schools [https://charteredabs.org/academic-journal-guide-2021-view]. In case of a strong necessity, an alternative source of the relevant journals can be the website https://www.scimagojr.com/journalrank.php, but in this case, the journal has to be at least of Q2 rank in the corresponding knowledge area. It is highly recommended to consult your research supervisor regarding the correct keywords for your article search. [↑](#footnote-ref-2)
2. For transliteration use special websites as <http://www.translit.ru/> [↑](#footnote-ref-3)