**National Research University Higher School of Economics**

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

**Master’s degree Programme “Management and Analytics for Business”**

**Internship Programme**

*Approved:*

*Academic Board of Master’s Programme “Management and Analytics for Business”*

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**ABSTRACT**

Internship on the degree programme “Management and Analytics for Business” is aimed at building, consolidating, and developing practical skills and competencies of master students in the area of strategic and operational management with a particular emphasis on analysis and solutions using Big Data. Participation in such elements of practical training as projects, term paper, scientific and research internships and master’s thesis preparation contributes to the development and advancement of practical skills and competencies relevant to the following professional competencies:

# Professional competencies (Customer Analytics track)

Be able to find and evaluate new market opportunities, form and evaluate business ideas (PC-1)

Be able to solve managerial problems using best practices of data analysis (PC- 2)

Be able to take managerial decisions using information from large customer datasets (PC- 3).

# Professional competencies (HR track)

Be able to develop reasonable HR system to reach organizational goals (PC-1)

Be able to apply various state-of-the art techniques to analyze HR data (PC- 2)

Be able to anticipate and identify HR problems and search for best solutions that have benefit within and/or outside the organization (PC- 3).

# Professional competencies (research track)

Be able to apply appropriate research methods and techniques for the research projects (PC-1)

Be able to evaluate and validate novel and complex information from different sources (PC- 2)

Be able to communicate research ideas and research findings clearly and effectively to specialist and non-specialist audiences (PC- 3).

The Internship Programme includes a description of the curriculum elements of the degree programme, organized in the form of practical training and grouped in the "Internship" module of the curriculum.

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# SECTION 1. GENERAL PROVISIONS

The internship includes the following elements of students’ practical training for People Analytics (Applied track), Customer Analytics (Applied track) (EPT):

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Year of study** | **Type of internship** | **Element of practical training****(EPT)** | **Credits** | **Academic hours per student** | **Duration** |
| 1 | Research/Project | Term paper | 5 | 190 | Modules 2-4 |
| 1 | Research/Project | Project | 3 | 114 | Module 2-4  |
| 2 | Professional/Research | Work Internship | 6 | 228 | Module 3 |
| 2 | Research / Project | Master’s Thesis preparation | 21 | 798 | Modules 2-4 |

# SECTION 2. INTERNSHIP CONTENT DESCRIPTION

Internship includes the following elements of practical training: term paper, project, work internship, master’s thesis preparation. Milestones and key deadlines for EPT are presented in Table 1.

Table 1 – Key deadlines and milestones for EPTs

|  |  |  |  |
| --- | --- | --- | --- |
| **Type of EPT** | **Signing the student’s assignment** | **Submitting an interim version of the text/report** | **Submitting a final text/report** |
| Term paper | Selection of the topic/proposing one's own topic by students until 20 November of the current academic year;Appointing topics in the student’s study plan until 15 December of the current academic year | Determined by the supervisor of the paper | Uploading the final version of the term paper into LMS not later than 10 days before the official defense dateTerm paper defense during the exam period of Module 4 |
| Project | Not later than the official start of the project | Determined by the project supervisor | Specified in the project proposal but not later than the end of the 3rd module of the 2nd year |
| Work internship | Determined by the internship supervisor but not later than the official start of the internship | Determined by the internship supervisor individually | Determined by the internship supervisor but not later than 5 working days after the end of the internship |
| Master’s Thesis Preparation | Selection of the topic/Proposing one's own topic by students until 20 November of the current academic yearAppointing topics in the student’s study plan until 15 December of the current academic year | Determined by the supervisor of the master’s thesis | Uploading the final version of the master’s thesis into LMS not later than 14 days before the defenseDefense 1-10 June |

## 2.1. EPT "TERM PAPER"

### 2.1.1. Goal, objectives, and the prerequisites

The term paper as an element of practical training is aimed at the development of research or project-based skills of students, as well as academic writing skills. Term paper provides the foundation for the future master’s dissertation. The topics of the term paper are proposed by potential supervisors and relate to the broad area of management including business, management and accounting; management of technology and innovation; human resource management; marketing; strategy and management etc.

Term paper does not have any special pre-requisites.

### 2.1.2. Milestones

Term paper is prepared and defended during the first academic year. The term paper has a value of 5 ECTS.

According to the program’s curriculum, the term paper submission falls on Module 4 during the first academic year.

The term paper could be prepared individually or in a group of two or three students.

Key milestones are presented in Table 1, and the detailed description of students’ activities, related to EPT, is given in Appendix A.

### 2.1.3. Special aspects and arrangements

The specified material and technical support must satisfy the current sanitary and fire safety standards, as well as the safety requirements for work.

### 2.1.4. Assessment and reporting procedures

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

More detailed information on assessment and reporting is provided in Appendix A.

### 2.1.5. Resources

Classrooms or other premises for the internship element must be equipped with a computer with access to the Internet, and, if necessary for a student’s assignment, specialized software. The defense may be organized online; therefore, the software should maintain the online delivery.

## 2.2. EPT "PROJECT"

### 2.2.1. Goal, objectives, and the prerequisites

 The **project** aims at the development of students’ soft skills (team building, time management, presentation, international communications), as well as analytical skills in Management. The students may choose between research projects (related to empirical research and supervised by research centers of HSE) or consulting projects (related to solving companies’ or NGO problems in management consultancy). The objectives of a specific project are determined by the type of the project and by the goals set by a project sponsor.

 The number of credits that the students obtain depends on the project type and workload mentioned by the project’s supervisor. The total number of credits for projects equals to 3 ECTS.

The project pre-requisites are specified for each project depending on its nature and goals. The Project Seminar is a mandatory prerequisite for all the projects.

### 2.2.2. Milestones

#  The students may fulfil projects on the 1st and the 2nd year of their studies. Students can choose projects in any period In the 1st year in [Project Fair](https://pf.hse.ru/en/). Projects have to be completed not later than the end of Module 3 of the 2nd yearof study.

The students may choose projects of any type mentioned above, that are related to the area of competencies developed by Master’s programme “Management and Analytics for Business”.

Students choose projects and apply for them via the Projects Fair. The Programme’s director approves the projects that align the goals and the objectives of the programme. A student may apply for a project that had not been approved if the Programme’s director considers her/his arguments on how this project develops the competencies required by the programme convincing.

Students’ applications for the project are to be approved by the project supervisor; after the approval, the student cannot leave the project unless its supervisor agrees with the leave. If a student leaves the project without its supervisor’s approval, this can cause an unsatisfactory grade for the project, and therefore – the academic debt.

Key deadlines are presented in Table 1.

### 2.2.3. Special aspects and arrangements

The specified material and technical support must satisfy the current sanitary and fire safety standards, as well as the safety requirements for work.

### 2.2.4. Assessment and reporting procedures

The project supervisor assesses the work of the student according to the criteria specified in the project description and files the assessment worksheet with the grades and the number of credits the student gets. The supervisor presents this worksheet to the Programme office not later than in 5 days after the project’s completion.

### 2.2.5. Resources

The project type defines necessary resources, including specialized databases and software.

## 2.3. EPT “WORK INTERNSHIP"

### 2.3.1. Goal, objectives, and the prerequisites

Work internship is a compulsory part of the curriculum and is designed to help students gain professional experience, as well as improve and strengthen their knowledge and competencies acquired in the course of theoretical education.

Work internship as one of the EPT is **aim**ed at organizing conditions for students to acquire professional skills and professional experience, immerse them in the environment of professional activity and develop professional competencies. The main educational result obtained by students in the course of “Work internship” is direct acquaintance with the professional environment and the development of practical competencies of the chosen professional activity. The environment, the main methods and methods of students' activity in practice should be as close as possible to the methods and methods of the chosen professional activity. In the course of “Work internship”, a master's degree student has to accomplish the following **objectives**:

*Research and teaching:*

1. solidify the theoretical knowledge of the state-of-the-art IT solutions, statistical methods of analysis, machine learning methods for data mining, staffing analytics and performance evaluation, social network analysis, marketing models, management solutions information support, database marketing and analytical CRM, consumer behavior;
2. search, collection, processing, analysis and systematization of information on the topic of research;
3. selection, adaptation, development and use of methods and tools for research and analysis of results;
4. summarize, critically analyze and implement the results obtained by Russian and foreign researchers on the research topic, discover promising trends.

*Managerial and entrepreneurial:*

1. development, implementation and evaluation of the effectiveness of projects aimed at the development of the organization;
2. search and evaluation of new market opportunities, development of business models and business plans;
3. evaluate and describe the relevance, theoretical and practical significance of the chosen subject of the scientific research for the chosen research target;
4. reinforce and improve skills of search and handling information sources in order to perform statistical analysis;
5. collect, process, analyze and systematize the information on the research topic (for example, concerning consumer behavior, their expenditures and expectations, markets performance, arrangement of financial and information flows, manufacturing and scientific research processes);
6. develop tools for the conducted researches including, if applicable, theoretical and marketing models of the studied processes, phenomena and subjects, and analyze their results;
7. develop skills of preparing reports on scientific as well as research-and-practice activity for further career path.

*Consulting:*

1. development of methodological support for consulting activities, including on the basis of ongoing research;
2. preparation and submission of reviews, reports and recommendations.

The master’s degree student has to develop the work internship program on his/her own and undertake scientific research in accordance with the internship goals and tasks defined in such a program.

Pre-requisites: a student should successfully complete the academic part of the programme to be eligible for a work internship.

### 2.3.2. Milestones

Work internship is held in the spring semester of the second year, in the 3rd educational module. An uninterrupted period is assigned in the calendar educational schedule for the internship. It weighs 6 ECTS and can be conducted stationeryinside the university (in research laboratories or departments) or outside the university (in companies, public organizations, etc.).

The student’s internship supervisor from the university and the student’s internship supervisor from the place of internship together supervise the students’ activities during the internship.

The work internship may be undertaken remotely but this condition has to be specified in the Individual internship assignment.

When doing the work internship, the master’s degree students are obliged to:

1. fulfill the individual task;
2. follow the valid internal rules and regulations of the organization in which they do work internship.

Key deadlines are presented in Table 1.

### 2.3.3. Special aspects and arrangements

The specified material and technical support must satisfy the current sanitary and fire safety standards, as well as the safety requirements for work.

### 2.3.4. Assessment and reporting procedures

Work internship is graded on a 10-point grading scale, and assessment results are included in the student performance rating. Students who failed to complete their work internship for no valid reason or who received a ‘fail’ grade shall be facing an academic failure.

On completing the internship, a student should submit the following documents:

Table 2 – Forms of assessment

|  |  |  |  |
| --- | --- | --- | --- |
| **Form of assessment** | **Contents** | **Confirmed and signed by** | **Need to be uploaded** |
| 1. Individual internship assignment | contains a comprehensive part of the internship | * Internship supervisor from the hosting organization
* Internship supervisor from the university
 | * Preliminary version
* Final version
 |
| 2. Internship schedule | filled weekly, and reflect the content of a student’s activity. The schedule is signed weekly after the student’s report to both supervisors. | * Internship supervisor from the hosting organization
* Internship supervisor from the university
 | * Preliminary version
* Final version
 |
| 3. Internship report | reveals the student’s activities, and also knowledge, skills and competencies that have been acquired | * Internship supervisor from the hosting organization
 | Final version |
| 4. Internship review | contains a comprehensive part of the internship and depicts the internship supervisor from the hosting organization feedback about the student’s progress | * Internship supervisor from the hosting organization
 | Final version |

1. **Individual internship assignment**, which is confirmed and signed by student’s supervisor from university and supervisor from the hosting organization.

The assignment should include the following items:

* 1. the goal of work internship;
	2. objectives of work internship;
	3. work internship plan (questions to be studied);
	4. planned results.
1. **Internship schedule**, that should reflect the content of a student’s activity. The schedule should be signed by student’s internship supervisor from the university and internship supervisor from the hosting organization.
2. **Internship report** should reveal the student’s activities, knowledge, skills, and competencies that have been acquired.

The report should be consistent, logical, and include the following parts:

* + brief description of the organization (place of internship);
	+ the field of activities, organizational structure, economic indicators of the organization (place of internship);
	+ description of professional problems solved by the student during the internship (according to goals and objectives of internship in the individual assignment);
	+ the main results that were obtained during the internship.

**Report structure:**

1. Introduction (goals and objectives of internship).
2. The main part (content).
3. Fulfilled individual assignment (description of tasks completed in detail).
4. Conclusion (including self-assessment of acquired competencies)
5. Appendix (graphs, charts, tables, algorithms, illustrations, etc.).
6. References.

The internship report should be delivered in an appropriate manner: with title list, introduction, main body, conclusions, appendices (if needed) and references. The provisional length is 10-15 pages (Times New Roman, 12 pt, 1.5 space intervals). The template for the title page of the report is given in Appendix B.

Table 3 – Report grading criteria

|  |  |
| --- | --- |
| Report grading criteria | *Grade* |
| The master’s degree student submits in time a work internship report written in accordance with the established requirements; the report covers fully all aspects of the internship; the individual assignment is completed correctly and completely without critical remarks from the internship supervisor. The report is characterized by the high level of prepared material, all elements of the individual assignment are thoroughly covered and reflect the depth of the research undertaken or the problem addressed. The student has demonstrated proactiveness and an extremely high level of communication with internship supervisors from the university and the organization. The student has come up, introduced and implemented the project that brought feasible positive results for the place of internship. | *Excellent, 10 points* |
| The master’s degree student submits in time a work internship report written in accordance with the established requirements; the report covers fully all aspects of the internship; the individual assignment is completed correctly and completely without critical remarks from the internship supervisor. The report is characterized by the high level of prepared material, all elements of the individual assignment are thoroughly covered. The student has come up, introduced and implemented the project that brought feasible positive results for the place of internship. | *Excellent,**9 points* |
| The master’s degree student submits in time a work internship report written in accordance with the established requirements; the report covers fully all aspects of the internship; the individual assignment is completed correctly and completely without critical remarks from the internship supervisor. The report is characterized by the high level of prepared material, all elements of the individual assignment are thoroughly covered. | *Excellent,**8 points* |
| The master’s degree student submits in time a work internship report; the report covers fully different aspects of the internship, but the student has received insignificant critical remarks regarding the format of the reporting documents or has not answered fully to the questions raised at the internship report defense; the individual assignment is completed correctly but with insignificant critical remarks from the internship supervisor. | *Good,**7 points* |
| The master’s degree student submits in time a work internship report; the report covers fully different aspects of the internship, but the student has received critical remarks regarding the format of the reporting documents or has not answered all the questions at the internship report defense; the individual assignment is completed correctly but with critical remarks from the internship supervisor | *Good,**6 points* |
| The master’s degree student submits in time a work internship, but the student has received significant critical remarks regarding the format of the reporting documents; the report does not cover fully different aspects of the internship; not all the questions were answered at the internship report defense. | *Satisfactory, 5 points* |
| The master’s degree student submits in time a work internship, but the student has received significant critical remarks regarding the format of the reporting documents; the report does not cover fully different aspects of the internship; not all the questions were answered at the internship report defense. The report is completed superficially, does not demonstrate a thorough approach to addressing the problem. The response to the requests from the university internship supervisor and the organization internship supervisor was not timely and adequate.  | *Satisfactory, 4 points* |
| The master’s student has not completed a work internship programme; the reporting documents are assessed with numerous critical remarks; failed to complete an individual plan; could not answer all the questions at the defense. | *Poor,**3 points* |
| The master’s degree student has not completed a work internship program, has not submitted a report on the internship or there are many comments to the reporting documents; failed to complete an individual plan; could not answer all the questions while the defense. | *Poor,**2 points* |
| The master’s degree student has not completed a work internship program and has not submitted a report on the internship or reporting documents; there are many comments; did not fulfil an individual plan; could not answer a single question while the defense. | *Poor,**1 point* |

1. **Internship review** from the internship supervisor from hosting organization.

The review of students’ performance during internship is formed by the organization’s internship supervisor. The review should specify the student name, the place of internship, the time of the internship.

The review should include:

* professional tasks performed by the student;
* completeness and quality of implementation of the internship;
* student's attitude to the assignments received during the internship;
* assessment of the formation of the planned competencies;
* conclusions about professional suitability of the student; if necessary – the comment on the personal and professional qualities;
* final grade on a ten-point scale (where “9” and “10” stand for unsurpassed results of a student’s activity/student’s introduction and/or implementation of the project that brought feasible positive results for the place of internship)

The review should be signed by the Internship supervisor from the hosting organization, stamped (if stamp is used) and be present on the official letterhead (if official letterhead is used).

1. **Student’s presentation** of main work internship results (if assigned for the oral defense).

On completion of the internship, students present the results during the oral defense. The oral defense is organized by the study office. The duration of the presentation is 8-10 minutes and it should reflect all the activities that were fulfilled, as also the achievements made during the internship. The proposals/recommendations on the improvement of the organization business processes in management are very welcome.

Table 4 - Criteria for the presentation

|  |  |  |
| --- | --- | --- |
| **Category** | **Scoring Criteria** | **Points** |
| Format and duration | Information is presented in a logical sequence. The presentation lasts no longer than 8-10 minutes | 1 |
| Content | The presentation contains accurate and relevant information | 1 |
| The results of the internship were delivered in detail and with proper argumentation | 2 |
| There are conclusions summarizing the data | 1 |
| Delivery | Delivery is poised, controlled, and smooth. Length of presentation is within the assigned time limits. | 1 |
| Visual aids are well prepared, informative, effective, and not distracting. | 1 |
| Discussion after presentation was well communicated | 1 |
| Questions | Answers were provided for all of the questions after the presentation in active and polite manner | 2 |
| Total | 10 |

The final grade is a weighted average grade that presents grade from 2 parties involved in the process of the work internship:

*Final Grade = 0,5\*Grade of Internship supervisor from the hosting organization + 0,5\** *Internship supervisor from the university*

The grade is given on a 10-point scale, reflecting the quality of the work performed by a student. The final grade is rounded using the arithmetic approach.

If a student has received the grade 7 or higher for each of the above-mentioned grades, he/she has an option to convert their average score into a final grade without attending the oral defense. Oral defense is the presentation of the professional practice results (the report) that lasts for 8-10 minutes and should reflect all the activities that were fulfilled, as also the achievements in the research program implementation made during the internship. The proposals/recommendations on the improvement of the organization business processes in the area of management or analytics are very welcome. During the oral defense a student demonstrates the presentation and answers the questions from the defense committee. It is permissible to hold the internship defense in the presence of one teacher. On oral defense the final grade is calculated in the following way:

*Final Grade = 0,4\*Grade of internship supervisor from HSE + 0,2\*Grade of supervisor from hosting Organization + 0,4\*Grade for oral defense*

The grade given for the internship is considered equivalent to the grades given for classroom training and is taken into account when summing up the results of the students’ overall performance.

The students who have failed to carry out the internship program for a valid reason have an opportunity to undertake the internship again in their study-free time. The students who have failed to carry out the internship programs without valid excuse or have got a poor grade may be expelled from the university as students with academic failure.

### 2.3.5. Resources

In the process of completing a work internship, students can use information technologies, including design automation and software development tools used in a specialized organization, Internet technologies, etc. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements during work. Classrooms or other premises for the internship must be equipped with a computer with access to the Internet, and, if necessary for a student’s assignment, specialized software.

## 2.4. EPT "MASTER’S THESIS PREPARATION"

### 2.4.1. Goal, objectives, and the prerequisites

The master’s dissertation (thesis) is a compulsory part of the curriculum and the most important component of a master’s degree. It is aimed at the development of research or project-based skills of students, as well as academic writing skills. It should demonstrate the student’s ability to conduct research, individually, or in small groups (up to 3 students). The students will train 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.

The topics of the dissertation are proposed by potential supervisors and relate to the broad area of management including business, management and accounting; management of technology and innovation; human resource management; marketing; strategy and management etc.

The objectives of the dissertation are defined by its format. Students can choose between either research or project-analytical format of master’s dissertation.

Master’s dissertation requires the successful completion of the academic part of the curriculum as a prerequisite.

### 2.4.2. Milestones

 Master dissertation is prepared and defended during the 2nd academic year. The preparation and defense have a combined value of 24 ECTS.

 According to the Program’s curriculum, dissertation submission falls on Module 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.

Key milestones are presented in Table 1, and the detailed description of students’ activities, related to EPT, is given in in GUIDELINES FOR PREPARATION AND DEFENSE OF MASTER THESIS approved by the Programme’s academic board.

### 2.4.3. Special aspects and arrangements

The specified material and technical support must satisfy the current sanitary and fire safety standards, as well as the safety requirements for work.

### 2.4.4. Assessment and reporting procedures

The main assessment and reporting procedures are presented in GUIDELINES FOR PREPARATION AND DEFENSE OF MASTER THESIS approved by the Academic Board.

### 2.4.5. Resources

Classrooms or other premises for the internship must be equipped by a computer with access to the Internet, and, if necessary for a student’s assignment, specialized software. The defense may be organized online; therefore, the software should maintain the online delivery.

# SECTION 3. SPECIAL ARRANGEMENTS FOR STUDENTS WITH DISABILITIES AND SPECIAL NEEDS

Practical training of students with disabilities and disabled people is organized taking into account the characteristics of psychophysical development, individual capabilities and health status.

If necessary, students with disabilities (at the request of the student) may be offered individual tasks and the following options for the perception of educational information, taking into account their individual psychophysical characteristics, including with the use of e-learning and distance technologies:

1. for people with vision disorders: a printed text in enlarged font; an electronic document; audios (transferring of learning materials into the audio); individual advising with an assistance of a sign language interpreter; individual assignments and advising.

2. for people with hearing disorders: a printed text; an electronic document; video materials with subtitles; an individual advising with an assistance of a sign language interpreter; individual assignments and advising.

3. for people with muscle-skeleton disorders: a printed text; an electronic document; audios; individual assignments and advising.

##### Appendix A

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

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

Area of Studies: 38.04.02 «Management»

Level: masters

1. **GENERAL PROVISIONS**
	1. These Guidelines have been developed on the basis of the Regulations on Practical Training of Students under Core Bachelor’s, Specialist and Master’s Programmes at HSE University approved by the HSE Academic Board, minutes No.6 dated June 17, 2021.
	2. Term paper is prepared and defended during the 1st academic year. The term paper has a value of 5 ECTS.
	3. According to the program’s curriculum, the term paper submission falls on Module 4 during the 1st academic year.
	4. According to the HSE regulations, the term paper’s supervisor provides a review on term paper completion. Term papers prepared on master’s programs are defended at the Defense Board.
	5. The term paper is completed in English. It could be prepared individually or in groups (up to 3 students).
	6. The term paper is an element of practical training and may relate to either research or a project.
2. **TERM PAPER STRUCTURE, CONTENT AND FORMAT**

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

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

- title page with student name, the title of the research project, and name of research supervisor (the template is provided in Appendix A-1)

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

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

- literature review

- methodology

- provisional methods of data sampling or data collection

- results and their description

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

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

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

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

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

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

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

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

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

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

3.1. The faculty of St. Petersburg School of Economics and Management may develop a provisional list of term paper topics or research areas to be subsequently approved by Academic Director together with Academic Board of the Master Programme. Potential employers can also propose topics and research areas.

3.2. The provisional topics are placed in the LMS directory. Students also may place their proposals in the LMS directory. The Programme Office coordinates these activities and makes the list of term paper topics available for Academic Board.

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

3.4. Term paper topics are assigned to students upon the approval of their applications vial LMS by the respective term paper supervisor and the Academic Director of the Programme.

3.5. Applications must be approved by the term paper supervisors via LMS no later than November 20 of the current academic year.

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

3.6. From November 20 to December 15 of the current academic year, Programme Office makes the final list of the term paper topics selected by students and supervisors assigned to them.

3.7. Not later than December 15 of the current academic year, term paper 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 in Appendix A-2.

**4. TERM PAPER SUPERVISION**

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

4.2. Term paper supervisors have the following duties:

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

- Help students to choose the appropriate research methodology;

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

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

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

- Prepare an assignment for the term paper (Appendix A-6) and send this document to the student by email, in case of no reactions from the student to notify Programme Office.

 4.3. Term paper supervisors are entitled to:

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

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

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

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

4.4. Supervisors assess the quality of term papers considering the requirements fixed by the Programme Academic Board. They must fill in a special form (see Appendix A-3) where they put their review for the term paper.

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

4.6. Requests to change the term paper topic (Appendix A-4), signed by the supervisor, and requests to change the term paper supervisor (Appendix A-5), signed by both (former and new) supervisors, and the student and addressed to the Programme Academic Director, may be submitted to the Programme Office no later than thirty days before the date of submission of the final draft of the term paper.

**5. TERM PAPER PREPARATION RESTRICTIONS**

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

5.3. Term papers may be subject to external review.

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

**6. TERM PAPER SUBMISSION**

6.1. Students must upload a .doc or .docx file (additional .pdf file is optative) with the final text of their term paper through their personal profiles in the LMS no later than 10 days before the officially scheduled day of defense.

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

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

**7. TERM PAPER REVIEW AND DEFENSE**

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

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

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

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

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

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

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

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

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

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

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

8.1.The final grade is made up of 1) the grade for the pre-defense (15%), 2) the grade for the oral defense of the term paper (85%). The final grade is rounded using the arithmetic approach and based on criteria in Appendix A-7 and A-8.

8.2. The supervisor writes a review based on the assessment criteria given in Appendix A-3 and concludes whether the term paper is recommended for the defense or not. Students are admitted to the defense in either case.

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

8.4. Final grades for term papers are entered into student performance records by the Chair of the Defense Board and submitted to the Programme Office within 5 working days after the end of the examination period.

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

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

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

**9. TERM PAPER STORAGE**

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

##### Appendix A-1 (Template for a Title List)

**The Government of the Russian Federation**

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

**St. Petersburg Branch**

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

**AUTHOR’S NAME(S)[[1]](#footnote-1)**

**TERM PAPER’S TITLE**

Term paper

Area of studies *38.04.02 «Management»*

Master Programme “Management & Analytics for Business”

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

Saint Petersburg – 202\_

##### Appendix A-2

|  |
| --- |
| **The Provisional Timing for the Selection and Approval of the Term Paper Topic** |
| **No** | **Stage** | **Responsible entities** | **Period** |
|  | Collection of topic proposals | Departments, Research Centres and Programme Office | **September, 10 – October, 10** |
|  | Approval of topics  | Academic Director, Academic Board and Programme Office | **Within 4 days after a proposal is placed** |
|  | Selection of topics / Proposing topics by students | Students, Academic Director | **October, 10 – November, 1** |
|  | Approval of topics proposed by students | Departments, Research Centres | **November, 1 – November, 10** |
|  | The second period of selection of topics / proposing topics by students | Students, Academic Director, Departments, Research Centres | **November, 10 – November, 20** |
|  | Checking that topics are approved by supervisors | Programme Office | **November, 20 – December, 15** |
|  | Registering topics in students’ individual study plans | Programme Office | **Not later than December 15** |
|  | Supervisor change | Students, Supervisors, Academic Director and Programme Office | **Not later than 1 month before the final version submission** |
|  | Topic change/clarification | Students, Supervisors, Academic Director and Programme Office | **Not later than 1 month before the final version submission** |

##### Appendix A-3

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

**Federal State Autonomous Institution for Higher Professional Education**

**National Research University Higher School of Economics**

**St. Petersburg Branch**

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

**Supervisor Review of the Term Paper**

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

*(student’s full name)*

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

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

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

Additional comments (optional):

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

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

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

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

##### Appendix A-4

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

TO:

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

Professor A. Barajas

FROM:

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

*(full name)*

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

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

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

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

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

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

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

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

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

*(Student’s signature)*

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

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

*(Supervisor’s signature)*

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

##### Appendix A-5

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

TO:

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

Professor A. Barajas

FROM:

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

*(full name)*

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

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

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

**Request**

I hereby request to change the supervisor of my term paper

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

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

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

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

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

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

(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

**The Government of the Russian Federation**

**Federal State Autonomous Institution for Higher Professional Education**

**National Research University Higher School of Economics**

**St. Petersburg Branch**

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

**Assignment for the term paper**

Student \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(name, surname)

Master Program *Management and Analytics for Business*

|  |  |  |
| --- | --- | --- |
| The period of the term paper completion  | from | 15.12.2021  |
|  |  |  |  | to | 15.06.2022 |
| **The topic** |  |
| **ECTS workload** | *5 ECTS* |
| **The aim of the term paper** |  |
| **The tasks of the term paper** | *The description of the term paper content*  |
| **Requirements for the outcomes** | *The description of the outcomes that will be estimated*  |
| **Reporting format** | The final document is the text of the term paper prepared following guidelines. |
| **Requirements for students** | *Basic knowledge and competencies that are necessary to carry out the term paper tasks.*  |

**The schedule of the term paper**

|  |  |  |
| --- | --- | --- |
| **Stage** | **Document** | **Deadline** |
| 1. Assignment for the term paper
 | Signed assignment |  |
| 1. Provisional results
 | *Estimated by the supervisor* |  |
| 1. Final term paper
 | *Term paper* |  |

|  |
| --- |
| Supervisor: |
|  |  |  |  |  |
| *(position)* |  | *(signature)* |  | *(names)* |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| The assignment is accepted | \_\_\_.\_\_\_.202\_\_ |
| Student |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  | *(signature)* |  | *(names)* |  |

##### Appendix A-7

**Assessment criteria for term paper evaluation**

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

##### Appendix A-8

**Assessment criteria for presentation evaluation**

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

##### Appendix B

##### The template for a title list of the work internship report

**The Government of the Russian Federation**

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

**St. Petersburg Branch**

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

**REPORT ON INTERNSHIP**

**MASTER’S PROGRAMME “MANAGEMENT & ANALYTICS FOR BUSINESS”**

Area of studies *38.04.02 «Management»*

Level: masters

Completed by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 student’s name

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Verified:**

*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

*(position, full name of Organization’s Internship Supervisor)*

 *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

 *(signature)*

 *\_\_\_\_\_\_\_\_\_\_\_\_\_*

 *(date)*

**St.Petersburg, 2022**

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