

**National Research University
Higher School of Economics
St. Petersburg School of
Economics and Management
Master's degree Programme "Arts and Culture
Management"**

Internship Programme

Approved:

Academic Board of Master's Programme "Arts and Culture Management"

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ABSTRACT

Internship on the degree programme "Arts and Culture Management" is aimed at building, consolidating, and developing practical skills and competencies of master students in the area of management of arts and cultural institutions. Participation in such elements of practical training as projects, term paper, research internship and master's thesis preparation contributes to the development and advancement of practical skills and competencies relevant to the following professional competencies:

- PC 1. Knows the peculiarities of culture and art of different eras and regions
- PC 2. Understands the processes of art development, the main styles of art
- PC 3. Knows the basic methods of data collection and analysis in the management of art and culture
- PC 4. Is able to choose methods in accordance with the posed research question
- PC 5. Is able to apply methods of data collection and analysis in the management of art and culture
- PC 6. Is able to interpret the results obtained
- PC 7. Knows the basic theories and models in the field of art and culture management
- PC 8. Knows how to formulate a research question in the field of art and culture management
- PC 9. Knows how to choose methods of empirical testing of hypotheses in the field of management of art and culture
- PC 10. Knows the basic concepts and models of decision-making by visitors of art institutions
- PC 11. Is able to identify problems of art institutions based on models, analyze the difficulties that have arisen, develop development strategies and data-driven solutions
- PC 12. Knows the basics of project management in the field of art and culture
- PC 13. Knows how to organize work within the project to fulfill the tasks of art institutions.

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 practical training (EPT):

Year of study	Type of internship	Element of practical training (EPT)	Credits	Academic hours per student	Duration
1	Research/Project	Term paper	3	114	Modules 2-4
1, 2	Research/Project	Project	8	304	Module 1 of 1 st year – Module 3 of 2 nd year
2	Professional/Research	Research Internship	8	304	Module 3
2	Research / Project	Master's Thesis	16	608	Modules 2-4

SECTION 2. INTERNSHIP CONTENT DESCRIPTION

Internship includes the following elements of practical training: term paper, project, research 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 date Term 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
Research 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	<p>Selection of the topic/Proposing one's own topic by students until 20 November of the current academic year</p> <p>Appointing topics in the student's study plan until 15 December of the current academic year</p>	Determined by the supervisor of the master's thesis	<p>Uploading the final version of the master's thesis into LMS not later than 14 days before the defense</p> <p>Defense 1-10 June</p>

2.1. EPT "TERM PAPER"

The guidelines for EPT "Term paper" are defined in the "GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF TERM PAPER" at the Master's programme "Arts and Culture Management" (Appendix A).

2.2. EPT "PROJECT"

2.2.1. Goal, objectives, and the prerequisites

The purpose of the project activity is to use the knowledge, skills and abilities acquired during the studies for setting and solving practical problems, both academic and applied.

The project activity of students belongs to the variable part of the curriculum. At the HSE Project Fair, students choose research, service and applied projects, group or individual, related to the subject of the program, corresponding to the objectives of studying at the master's programme and to the professional competencies that it aims to develop, from those recommended by the academic supervisor.

The project aims at the development of students' soft skills (team building, time management, presentation, international communications), as well as skills in management. Goals, objectives, prerequisites, deadlines, content, evaluation and reporting of each project are determined by the project's supervisor.

2.2.2. Milestones

The students may fulfil projects on the 1st and the 2nd year of their studies. All projects are to be completed not later than the end of Module 3 of the 2nd year of studies. The total number of credits for projects equals to 5 ECTS during the 1st year of study and 3 ECTS during the 2nd year of study.

The students may choose projects of any type mentioned above, that are related to the area of competencies developed by Master's programme "Arts and culture management".

Students choose projects and apply for them via the HSE Projects Fair. The Programme's supervisor 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.

The student is not prohibited from completing projects that are not recommended by the academic supervisor. The results obtained by a student on such projects can be optionally credited in excess of the normative credit units. The student has the right to decide: whether to participate

in an uncoordinated project on an optional basis and choose another project for credit in the framework of the EP, or change the selected project to another one, which will be agreed by the academic supervisor of the EP.

The share of service projects is limited and cannot exceed 50% of the specified total number of credits allocated to project activities in the curriculum.

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.

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 "RESEARCH INTERNSHIP"

2.3.1. Goal, objectives, and the prerequisites

Research 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.

Research internship as one of the EPT is aimed 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 "Research 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 "Research 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 approaches and solutions to management of arts and cultural institutions, including IT solutions, statistical methods of analysis, performance evaluation, social network analysis, marketing models, management solutions, consumer behavior, etc.;
- (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:

- (5) development, implementation and evaluation of the effectiveness of projects aimed at the development of the organization;
- (6) search and evaluate the new market opportunities, development of business models and business plans;
- (7) evaluate and describe the relevance, theoretical and practical significance of the chosen subject of the scientific research for the chosen research target;
- (8) reinforce and improve skills of search and handling information sources in order to perform statistical analysis;
- (9) 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);
- (10) develop tools for the conducted researches including, if applicable, theoretical and marketing models of the studied processes, phenomena and subjects, and analyze their results;
- (11) develop skills of preparing reports on scientific as well as research-and-practice activity for further career path.

The master's degree student has to develop the internship program on its 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 science and research internship.

2.3.2. Milestones

Research internship is held in the 3rd module of the second year. An uninterrupted period is assigned in the calendar educational schedule for the internship. It can be conducted stationery inside the university (in research laboratories or departments) or outside the university (in companies, public organizations, etc.).

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

The research internship may be undertaken remotely.

When doing the research internship, the master's degree students are obliged to:

- (1) fulfil the individual task;
- (2) follow the valid internal rules and regulations of the organization in which they do research internship.

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

Research 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 research internship for no valid reason or who received a 'fail' grade shall be facing academic failure.

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

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

The assignment should include the following items:

- a. the goal of research internship;
 - b. objectives of research internship;
 - c. research internship plan (questions to be studied);
 - d. planned results.
2. **Internship schedule**, that should reflect the content of a student's activity. The schedule should be signed by student's supervisor from the university and supervisor from the organization.
 3. **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 the 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 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 and references (if needed). 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.

4. **Reference letter** (review) from the organization supervisor.

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

The review should be signed by the organization's internship supervisor and stamped.

Table 2 – Forms of assessment

Form of assessment	Contents	Confirmed and signed by	Need to be uploaded
Individual internship assignment	contains a comprehensive part of the internship	the supervisor from the hosting organization and the university internship supervisor	Preliminary version Final version
The 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.	the supervisor from the hosting organization and the university internship supervisor	Preliminary version Final version
The internship report	reveal the student's activities, and also knowledge, skills and competencies that have been acquired	the supervisor from the hosting organization. The report has to be checked by the university internship supervisor	Final version
The review from the Organization's Internship Supervisor	contains a comprehensive part of the internship	the supervisor from the hosting organization	Final version

Table 3 – Report grading criteria

Report grading criteria	Grade
The master's degree student submits in time a research 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 a high level of communication with internship supervisors from the university and the organization.	<i>Excellent, 10 points</i>
The master's degree student submits in time a research 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.	<i>Excellent, 9 points</i>
The master's degree student submits in time a research 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.	<i>Excellent, 8 points</i>

The master's degree student submits in time a research 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.	<i>Good, 7 points</i>
The master's degree student submits in time a research 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	<i>Good, 6 points</i>
The master's degree student submits in time a research 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.	<i>Satisfactory, 5 points</i>
The master's degree student submits in time a research 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.	<i>Satisfactory, 4 points</i>
The master's student has not completed a research 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.	<i>Poor, 3 points</i>
The master's degree student has not completed a research 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.	<i>Poor, 2 points</i>
The master's degree student has not completed a research 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.	<i>Poor, 1 point</i>

5. **Student's presentation** of main research internship results.

On completion of the internship, students present the results during the oral defense. 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
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Format and duration	Information is presented in a logical sequence. The presentation lasts no longer than 8-10 minutes	2
Content	The presentation contains accurate and relevant information	2
	There are conclusions summarizing the data	2
Delivery	Delivery is poised, controlled, and smooth. Visual aids are well prepared, informative, effective, and not distracting. Length of presentation is within the assigned time limits.	2
	Discussion after presentation was well communicated	2
Total		10

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

*Final Grade = 0,3*Grade of the supervisor from the hosting organization + 0,4*Grade of the university internship supervisor for the report + 0,3*Grade for the oral defence*

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.

2.3.5. Resources

In the process of completing a research 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"

The guidelines for EPT "Master's thesis" are defined in the "GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF MASTER DISSERTATION" at the Master's programme "Arts and Culture Management".

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.

GUIDELINES FOR PREPARATION, DEFENSE AND PROCESSING OF TERM PAPERS

MASTER'S PROGRAMME "ARTS AND CULTURE MANAGEMENT"

DEFINITIONS AND ABBREVIATIONS

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

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

FSC – final state certification

SEB – State Examination Board

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

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

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

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

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

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

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

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

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

HE FSES – federal state educational standards of higher education

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

1. GENERAL PROVISIONS

1.1 These Guidelines have been developed on the basis of the *Annex 8. Procedure for Writing Theses and Term Papers for Degree Students at HSE University to the Regulations on Practical Training of Students under Core Bachelor's, Specialist and*

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

Master's Programmes at HSE University approved by the HSE Academic Council, minutes No.6 dated June 17, 2021.

1.2 These regulations define deadlines and recommended procedures for preparation, evaluation, defence and publication of term papers and theses written by students of Arts and Culture Management Master's Programme.

1.3 These Regulations do not cover term papers/projects prepared for ongoing assessment on specific courses. Requirements for their preparation and evaluation are detailed in syllabuses for the respective courses.

1.4 Term paper is prepared and defended during the 1st academic year.

1.5 According to the program's curriculum, the term paper submission falls in Quarter 4 during the 1st academic year.

1.6 According to the HSE regulations, the term paper's supervisor gives feedback for successful term paper completion. Term papers are defended at the Defense Board.

1.7 The term paper is completed in English. It can be prepared individually or in small groups (up to 2 students).

1. **TERM PAPER STRUCTURE, CONTENT AND FORMAT**

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

2.1.1. **Research-based (monography, paper)** – the term paper should be based on theoretical research that attempts to obtain new knowledge about the structure and properties of the object of the research. The term paper is focused on theoretical model and research methodology development.

2.1.2. **Project-based** – developing a solution to a practical problem based on a comprehensive analysis of this problem. Project-based paper contains the analysis of a problematic situation, developing a set of tools that can be used to solve the challenges in this situation and making recommendations for how to use these tools to solve these challenges. With this format, the term paper is required to have practical significance. This format may be used only if the project that the term paper is based on is proposed by a business firm, a non-profit organisation or an expert in the relevant field and is approved by the academic supervisor of the programme.

2.2. The term paper (monography or project-based) is 40 000 to 60 000 characters in length (including spaces) for an individual paper and 60 000 to 120 000 characters for a group paper.

2.3. The structure of a **research-based (monography, paper)** term paper must include the following main sections:

- **title page** with student name(s), 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 **key words** (up to 6 words or phrases). As a rule, the abstract has a length between 150 and 300 words and contains several parts: purpose, design/methodology/approach, findings, originality/value, practical contribution;

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

- **literature review**;

- **methodology**;

- provisional methods of **data sampling and analyses**;

- preliminary **results/solutions** and their **discussion**;
- **conclusion**: the contribution of the paper to the theory and its possible practical implications; limitations of the study and the ways they can be approached in the future research;
- **references** (in GOST (ГОСТ), Harvard or APA style).

For the **project-based paper**, the following sections must be included:

- **title** page with student name(s), title of the project, and name of research 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). As a rule, the abstract has a length between 150 and 300 words;
- **introduction** containing the research goal and objectives, arguments for the relevance of the research, a brief description of its practical significance, the structure of the paper;
- **literature review**;
- **analysis of the problem**;
- **tools for solving the problem**;
- preliminary **results** and their **discussion**;
- **recommendation** proposed by the student(s);
- **conclusion**: practical implications of the term paper results; limitations of the study and the ways they can be approached in the future research;
- **references** (in GOST (ГОСТ), Harvard or APA style).

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

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

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

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

2.6. Figures should be numbered consecutively throughout the paper and not numbered according to the section in which they appear. Figure captions should appear below the figure. Figures should be accompanied by sources (for example, developed by author or reference).

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

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

3. STAGES OF TERM PAPERS PREPARATION

No.	Stage of Preparation	Parties Responsible for Respective Stages of term paper Preparation	Deadlines
1	Submitting proposals on the term paper topics via HSE University's virtual learning environment (VLIS)	Teaching staff, with the support of administrative staff of the faculty	September 1 up to October 10 of the ongoing academic year
2	Approving the proposed topics of term paper by the degree programme's administration	DP's academic supervisor in conjunction with the DP's Academic Committee	Technical test: within 72 hours after submitting an application for approval; To be checked for the meeting of set criteria by academic supervisors of the degree programme: up to 96 hours after the submission of the application for approval
3	Selection of topics of term papers by students Proposing topics upon students' initiative	Students / DP academic supervisor	October 10 up to November 1 of the ongoing academic year
4	Selection topics of term paper from among submitted proposals	Master Programme lectures, with the support of administrative staff at departments	November 1 - 10 of the ongoing academic year
5	Second round for selection of topics of term paper; or putting forward topics by those students whose previous applications have been rejected	Students / DP academic supervisors with the support of administrative staff	November 1 - 20 of the ongoing academic year
6	Checking that students have received topics for their term paper, as validated by their academic supervisors	Programme office	November 20 until December 15 of the ongoing academic year

7	Approval of topics of term paper in the students' IC; Issue of a directive to assign respective topics and term paper supervisors to students	Programme office	Before December 15 of the ongoing academic year
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4. TERM PAPERS PERFORMED BY GROUPS

4.1. A term paper may be developed by a group of students (two 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, the larger dataset collected. It is important to remember about the internal logic of the whole research if several students implement a paper together.

4.2. If a term paper is written by a group, its length can be larger than the upper limit. As a rule, its length is between 60 000 to 120 000 characters, including spaces.

4.3. The contribution of each member of the group 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 should also be stated in the introduction.

5. SELECTION AND APPROVAL OF TERM PAPER TOPICS

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

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

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

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

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

5.6. Students should consult their future term paper supervisor (hereafter the "supervisor") in order to make a decision in regard to selecting or finalizing a topic for their term papers.

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

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

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

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

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

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

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

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

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

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

6. TERM PAPER SUPERVISION

6.1. After a term paper topic and supervisor are approved in a student's IC, he/she shall receive a PTE assignment from the supervisor with the conditions and schedule of works to be completed. A template form for PTE assignments is provided in Appendix A-2 hereto.

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

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

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

6.5. Students can finalize their draft term papers, which have not yet been approved by their supervisor, and re-submit a finalized version. The exact dates for re-

submission and assessment of the paper shall be agreed upon with the term paper supervisor, but this deadline should be appointed before December 25 of the ongoing academic year. If a draft paper has not been submitted before the deadline, the respective supervisor shall notify the student's DP programme office by corporate e-mail or via LMS' special module.

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

6.7. As the fourth mandatory deadline of term paper preparation, the final version of a term paper shall be submitted to the supervisor as a non-scanned e-copy of the paper, which should be uploaded online via a special module in VLIS. A template form for a term paper cover page is provided in Appendix A-1 hereto.

6.8. Within 7 (seven) calendar days after receiving the final version of a term paper, the term paper supervisor shall provide their feedback to the student's programme office. Feedback must contain a recommended grade for the student's term paper on a 10-point scale. When utilizing the VLIS, the term paper supervisor shall upload the feedback in the special module with the recommended grade provided thereto. A template form for feedback can be found in Appendix A-3 hereto.

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

7. TERM PAPER PREPARATION RESTRICTIONS

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

7.2. Term papers may be subject to external review. The external review is obligatory for project-based term paper, the review should be provided by a representative of the organization-initiator of the topic.

7.3. 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.

8. TERM PAPER SUBMISSION

8.1. 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 officially scheduled day of defense.

8.2. Students must submit a draft of their term paper to their supervisors 10 days before the upload date. Students who fail to do so may receive a fail grade for their term paper from the supervisor.

8.3. 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.

9. TERM PAPER REVIEW AND DEFENSE

9.1. Term paper **pre-defense** takes place each academic year during the period April-May. It conducts as an oral defense of the detailed plan of the term paper together with expected results and conclusions. The pre-defense shall be part of the research seminar (if included in the syllabus of the course).

9.2. Term paper defense takes place each academic year during the period June 20-30.

9.3. Defense dates and Board composition are set by the Programme Academic Supervisor. The Programme Academic Supervisor may also invite external members of the Defense Board (from other universities or business representatives).

9.4. The defence board is composed of at least 3 members. The quorum of defence reached when 3 members of defence board are present (offline and/or online).

9.5. The Study Office must provide the Board with a digital copy of each student's term paper and of 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 presented to the Board.

9.6. The Study Office must publish defense dates on the programme website at least one week in advance.

9.7. The defense is organized as follows: up to **12 minutes** for the presentation, and up to 8 minutes for the discussion (questions from the board and answers).

If a term paper is completed in a group, the time for the presentation is extended to **15 minutes**, and for the discussion to 10 minutes.

9.8. The results of a term paper defense are reflected in the Board minutes. Chair of the Board is responsible for the Board's operation and minutes preparation. The Chair is appointed by the Programme Academic Supervisor jointly with the Academic Council of the Programme.

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

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

9.11. If a fail grade is received at the defense, no repeat defense shall be held during the current academic year.

9.12. Each term paper must go through the Anti-plagiarism (Turnitin system for a term paper in English) 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 reviewing the term papers. Term paper supervisors review the version that was uploaded through the student account in the LMS.

9.13. 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*. Term paper with signs of plagiarism will be examined at a meeting of the Defence Board. If plagiarism is confirmed, the term paper will receive an evaluation of 'Unsatisfactory', regardless of which section of the term paper the plagiarism appears in. Plagiarism can be identified by supervisor, Programme

Academic Supervisor, members of Defence Board and other lecturers of master programme.

10. GRADING, RE-EXAMINATION AND APPEAL

10.1. The final grade for the term paper is calculated using the following formula:

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

- “**text**” is an average evaluation of the members of the Defense Board for the text of term paper,

- “**presentation**” is an average evaluation of the members of the Defense Board of the presentation

Evaluation criteria are given in Appendix A-4 and A-5. All parts of final grade (term paper, presentation) are obligatory parts of the defence. Absence of one of the parts will be graded as 0 points for the final grade.

If a term paper is completed by a group, the grades may differ within the group. If the authorship is stated separately, grades may differ, depending on the quality of students’ answers and their contribution.

10.2. The Defense board consider supervisor’s detailed feedback according to the approved form (Appendix A-3). The review of the supervisor should be uploaded via LMS system at least three days ahead of the defense.

10.3. The defense board 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.

10.4. Final grades for term papers are entered into student performance records by the Chair of the Defense Board in the end of June.

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

10.6. 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 next quarter. The term paper topic can be modified upon consultation of the term papers supervisor and the Programme 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. The student may resubmit the term paper only once.

10.7. The student may individually file an appeal to the appeal committee within 3 working days upon receiving the grades with detailed grounds for appeal. The appeal may be based on the disagreement with the procedure of conducting the intermediate attestation, it is handled in accordance with the *Regulations on the organization of intermediate attestation and current monitoring of student progress at the Higher School of Economics*. A student's dissatisfaction with the grade received cannot be a ground for appeal.

11. TERM PAPER STORAGE

The Study Office of the Master’s programme stores copies of coursework 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 Education
National Research University Higher School of Economics
St. Petersburg Branch
St. Petersburg School of Economics and Management

AUTHOR'S NAME(S)²

TERM PAPER'S TITLE

Term paper

(Format of Term paper)

Area of studies 38.04.02 "Management"

Master Programme "Arts and Culture Management"

Research Supervisor
academic degree, position, department

Name

Saint Petersburg – 202_

²Full name

Appendix A-2. Template Form of PTE Assignments, Completed via HSE University's Virtual Learning Information System

National Research University Higher School of Economics

ASSIGNMENT FOR THE PTE COMPLETION for

a full-time _____ - year student

(underline as appropriate)

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

Degree programme (DP)

(programme)

at the
Master's level
*(underline as
appropriate)*

in the field of/qualification

(code of field of study/qualification)

faculty³

Internship

professional / project / research

Type of internship
(PTE type)

(as per DP curriculum)

PTE duration⁴

from _____, 202__
to _____, 202__

PTE topic (title) <i>(except professional internship)</i>	<i>Term paper / thesis topic in Russian and English / project title</i>
PTE workload (in credits)	<i>Maximum number of credits awarded to a student for PTE</i>
PTE goal	
PTE objectives	<i>A short description of the assignments for the professional internship / term paper/thesis contents / project goals and objectives</i>

³ A faculty refers to any subdivision at HSE University (including an institute), engaged in the provision of degree programmes at the Bachelor's, Specialist and Master's level.

⁴ A PTE denotes an element of practical training, as per a given degree programme's curriculum.

Requirements to PTE outcomes	<i>Provide a precise description of the outcomes subject to assessment</i>
Reporting format	<i>Report / presentation / final version / layout / database / etc.</i>
Mandatory / optional presentation of outcomes	<i>Presentation form, if any: e.g., presentation, defence of a term paper/thesis/project outcomes, discussion, event, etc.</i>
Requirements to students completing a PTE assignment	<i>Basic knowledge and competencies (prerequisites), which must be acquired by a student (student agrees that he/she has all necessary skills for completing a PTE assignment)</i>

PTE Schedule⁵

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

PTE Supervisor at HSE University:

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

The assignment was received on _____, 202__

Student

_____ (signature) _____ (last name, initials)

⁵ Three mandatory deadlines. The PTE supervisor may add other deadlines (PTE completion stages) at their own discretion.

Appendix A-3. Template Form of the Supervisor's Feedback

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

Supervisor's feedback on the term paper, written by

student _____
(student's full name)

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

No.	Assessment Criteria	Comments	Supervisor's Grade
1.	The quality of the justification of the relevance of the research question		
2.	The quality of the literature review		
3.	The contribution to the existing knowledge and/or practice		
4.	The quality of the methodology and argumentation of research design		
5.	The correspondence between the methodology and the research question		
6.	The completeness of the description of the expected results/solutions		
7.	The quality and completeness of the conclusions		
8.	The quality of the layout		
	Recommended grade for the term paper		

Final comments:

Term Paper Supervisor

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

" _____ " _____ 202_

Appendix A-4. Assessment Criteria for the Oral Defense

<i>i</i>	Component	<i>K_i</i>	LO	Criteria
1	Justification of the topic choice. Accuracy in defining the aim and objectives of the term paper	0.1	<ul style="list-style-type: none"> ▪ Is able to reveal and formulate topical problems in arts and culture management ▪ Formulates aims, objectives, research problem ▪ Can justify the choice of the topic 	<ul style="list-style-type: none"> ▪ Justification of the topic choice; accuracy in defining the aim and tasks of the term paper; ▪ originality of the topic and the extent to which it was covered; ▪ alignment of the term paper' topic, aim and objectives.
2	Literature review	0.4	<ul style="list-style-type: none"> ▪ Is able to find relevant literature ▪ Can make a critical review of the body of academic papers 	<ul style="list-style-type: none"> ▪ Number of references ▪ Relevance of references ▪ Quality of critical review
3	Quality of the methodology	0.2	<ul style="list-style-type: none"> ▪ Is able to pose hypotheses, can choose methods and approaches, ▪ Is able to identify practical problems ▪ Uses appropriate and relevant methods of analysis, modeling and data empirical testing ▪ Makes appropriate conclusions and discusses them <p>Proposes valuable solutions for practical problems</p>	<p>Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model, developing methodology/approach to set objectives</p> <p>developing valuable solution of practical problems</p> <p>review from a company(organisation) for which the project is developed</p>
4	Report and presentation of expected results	0.15	<ul style="list-style-type: none"> ▪ Reports clearly ▪ Presents expected results of the research in an appropriate manner ▪ Discusses the results 	<ul style="list-style-type: none"> ▪ The quality of the presentation and layout ▪ The coverage of man issues ▪ The structure of the presentation
5	Answers on the questions	0.15	<ul style="list-style-type: none"> ▪ Gives clear and profound answers ▪ Argues the main positions of the dissertation ▪ Comments the referee's remarks 	<ul style="list-style-type: none"> ▪ Clearness and profoundness of answers ▪ Full coverage of all critical remarks

Appendix A-5. Assessment criteria for master's term paper evaluation

	15%	25%	25%	10%	15%	10%
Assessment criteria ⁶	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 of the term 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. Expected results	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
Satisfactory 4	The purpose of the study is unclear or the topic has been insufficiently specified. The justifications for topic choice are insufficient. The research problems or hypotheses have been insufficiently defined.	The literature is limited, secondary or only partly relevant. Limited use of scientific publications. Familiarization with the literature is insufficient or superficial, and source synthesis ² is missing. Definition of concepts is insufficient or their use inconsistent.	The suitability of the research frame and methods in relation to the purpose of the study is weak. The methods have been described inaccurately. Their use is insufficient and inconsistent. *The chosen method is not wholly suitable for the purpose of the study, and the choice of method is insufficiently justified.	The way of presenting results is limited, and relevant results are not distinguished from irrelevant. Presentation is somewhat unclear and unorganized. There are technical limitations in e.g. tables and figures. The interpretation of results is narrow, 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.
Satisfactory 5	The purpose of the study is clear, but the justifications for topic choice are	The sources have been chosen in line with the topic, and	The methods used are basic, and the volume of data is limited in	The results provide solutions to research problems, but their	Discussion is superficial but mainly in line with	The structure of the work is illogical in

⁶ The requirements provided for the lower levels also apply to the higher levels

	15%	25%	25%	10%	15%	10%
	superficial and partly illogical. The research problems or hypotheses are intelligible.	some scientific publications have also been used as source materials. Critical use of sources and source synthesis ² are partly insufficient. The essential concepts have been defined	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.	presentation is narrow and partly unclear and formulaic. *In a qualitative study, it is difficult to follow the relationship between interpretations and authentic material.	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.	places and contains partly unfinished text.
Good 6-7	The purpose and problems of the study are clear and justified. The topic has been successfully specified. The study is primarily a term 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 ⁷ . 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 analyzed. 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 viewpoints, 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.
Very good 8	The research topic is significant for the discipline. The research	The source material is based on scientific and original	The reliability of the method has been evaluated on the basis of previous studies.	The results have been presented in an organized manner, faultlessly and illustratively. The essential	Discussion is a harmonious, welljustified entity, in which	The structure is clear and logical, and the research

⁷ Source synthesis refers to the critical evaluation of the sources used in the work, and comparing, concluding and interpreting the data in them.

	15%	25%	25%	10%	15%	10%
	task and problems are clear and carefully justified.	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 research methods are challenging and have been used successfully. Ethical issues have been carefully examined.	results can be found easily. Figures and tables support the interpretation of results particularly well. *data has been carefully analyzed and the synthesis is convincing. The interpretation of results is credible and easily traceable to authentic material.	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.	process is easy to follow. The text is written with a fluent academic style and register and is easy to read.
Excellent 9-10	The study is interesting and significant for the 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 analyzed with regard to the degree of reliability in the studies and the observations made in them ⁸ .	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.

⁸ In systematic literature reviews, this is paid attention to even in the lower grades.

The template for a title list of the research internship report

The Government of the Russian Federation

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

St. Petersburg Branch

St. Petersburg School of Economics and Management

REPORT ON INTERNSHIP
MASTER'S PROGRAMME "ARTS AND CULTURE MANAGEMENT"

Area of studies 38.04.02 «Management»

Level: masters

Completed by _____

student's name

Date _____

Verified:

(position, full name of HSE supervisor)

(grade)

(signature)

(date)

Verified:

(position, full name of Organization's Internship Supervisor)

(signature)

(date)

St.Petersburg, 2023