**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”*

*Minutes 23.24\_1, 25.08.2023*

**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, work experience 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, analyse 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 organise 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, organised 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 | Term paper | 4 | 152 | Modules 2-4 |
| 1 | Course Project | Project | 6 | 228 | Modules 1-4 |
| 2 | Professional | Work Experience Internship | 9 | 342 | Module 3 |
| 2 | Research | Graduation Thesis | 17 | 646 | Modules 2-4 |

In case a practical training element (PTE) is performed in a group and any of the group members cannot attend the defence, it is required to notify the Study Office not later than 1 working day BEFORE the defence. If any of the group members cannot attend the defence for a valid reason supported by documentary evidence (medical certificate, request to the Programme coordinator, academic mobility documents), the remaining group members can apply to the Study Office with a request for defence on the established date with incomplete participation, or submit individual written applications to the Study Offece with a request to shift the defence to an earlier or later date, when all members of the group can attend, due to the impossibility to attend the defence of one of the members of the group.

## SECTION 2. INTERNSHIP CONTENT DESCRIPTION

Internship includes the following elements of practical training: term paper, project, work experience 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 4th module of the 1st year |
| Work Experience 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 year  Appointing 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 defense  Defense 1-15 June |

## 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 "COURSE PROJECT"

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

The project activity of students belongs to the compulsory part of the curriculum. 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.

A course project is a research, service or applied project, group or individual, related to the subject of the programme, corresponding to the objectives of studying at the master’s programme and to the professional competencies that it aims to develop. The course project aims to advance the students’ soft skills (team building, time management, presentation, creative thinking, etc.), as well as skills in art management.

A course project at the master’s programme may typically take the following forms: a marketing research project, a consulting project, an event-management project, a curating project, a project that develops and promotes existing offerings of arts and culture organisations, a service project aimed to support the master’s programme.

Detailed goals, prerequisites, deadlines, content, and reporting of each project are specified by the project’s supervisor and are made available for the project participants not later than two weeks after the start of the project.

### 2.2.2. Milestones

The students must fulfil the project during the 1st year of study not later than the end of Module 4. The number of credits for course project equals to 6 ECTS.

The list of course projects is approved by the academic supervisor and becomes available for students in Module 1 (Year 1). The student must be assigned to participate in one course project by November 20th. The study office of the degree programme assigns a course project in the student’s individual learning plan based on the lists provided by the Programme academic supervisor.

Students’ applications for the course project are to be approved by the project supervisor and the degree programme’s supervisor. In case of a competitive situation to join a particular course project, participation in it may imply a selection procedure among students. After the approval, the student cannot leave the project unless (in exceptional circumstances) its supervisor and the programme supervisor agree with the leave. The student must receive a written concent from the project supervisor and the degree programme’s supervisor. If a student quits the project without approval, this can cause an unsatisfactory grade for the course project, and therefore – the academic failure.

Upon completion of the project, the student has to prepare a report and upload it to the special module in the LMS by the deadline defined by the project supervisor, but not later than the exam period in Module 4 (Year 1). The project supervisor has to inform the students about the report submission deadline not later than two weeks prior to the deadline.

The student is not restricted from completing additional projects, including those advertised on SmartPro and that are not approved by the academic supervisor. **However, such projects are NOT counted as a course project.** The results obtained by a student on such projects can be optionally credited in excess of the normative credit units.

### 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 formula and criteria specified below and files the assessment worksheet with the grades. The project supervisor presents this worksheet to the Programme office not later than 5 days after the end of the exam period in Module 4 (Year 1).

All assessment elements are evaluated on a 10-point scale. The final grade for the course project is calculated using the following formula:

**Total = 0,35\* Peer assessment + 0,65\* Report**

Peer assessment – upon completion of the project, the participants evaluate the contribution of other students through a survey created by the project supervisor. Peer assessment may be done across the whole project team or within the sub-teams (as decided by the project supervisor).

Report – the student generates and submits a report on the results of the project and student’s individual contribution. The report covers the evaluation of the effectiveness of the completed tasks, fulfillment of project goal(s), and development of recommendations for the partner organisation in relation to the content of the project. The detailed structure of the report and submission guidelines are to be announced by the course project supervisor. The report is evaluated by the project supervisor. The project supervisor may invite the client (representatives of the partner organization for which the project was initiated) to evaluate the report.

Report evaluation criteria:

1. Thoroughness of the content of the report, compliance with the structure;

2. Individual contribution to the project and acquired skills;

3. Depth and novelty of the proposed recommendations, their feasibility.

### 2.2.5. Resources

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

## 2.3. EPT "WORK EXPERIENCE INTERNSHIP"

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

Work experience 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 experience internship as one of the EPT is aimed at organising 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 experience internship” is direct acquaintance with the professional environment and the development of practical competencies of the chosen professional activity. In the course of the 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, such as IT solutions, statistical methods of analysis, performance evaluation, social network analysis, marketing models, management solutions, consumer behavior, etc.;
2. search, collection, processing, analysis and systematisation of information on the professional problem addressed during the internship;

*Managerial and entrepreneurial:*

1. develop, implementat and evaluate the effectiveness of projects aimed at the development of the organisation;
2. search and evaluate the new market opportunities, develop or improve existing business models;
3. reinforce and improve skills of search and handling of information sources for decision-making;
4. develop strategic plans for the organisation as a whole or for a relevant department;
5. develop skills of preparing reports and presenting the results to the client;
6. improve soft skills in communication, teamwork, and creative thinking.

The master’s degree student has to develop the internship programme on their own and perform in accordance with the internship goals and tasks defined in such a programme.

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

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### 2.3.2. Milestones

Work experience 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 stationeryinside the university (in research laboratories or departments) or outside the university (in companies, public organisations, 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.

When doing the internship, the master’s degree students are obliged to follow the valid internal rules and regulations of the organisation in which they do internship.

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### 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

The work experience 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 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 organisation.

The assignment should include the following items:

* 1. the goal of the work experience internship;
  2. objectives of internship;
  3. internship plan (problems and tasks to be addressed);
  4. planned results.

The template for the individual internship assignment is provided in Appendix B-1.

1. **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 organisation.

The template for the internship schedule is provided in Appendix B-2.

1. **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 organisation (place of internship);
  + the field of activities, organisational structure, economic indicators of the organisation (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-3.

1. **Reference letter (review)** from the organisation supervisor.

The review of students’ performance during internship is formed by the organisation’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 organisation’s internship supervisor and stamped.

1. **Student’s presentation** of main work experience 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 organisation business processes in management are very welcome.

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 organisation 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 organisation 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 organisation. The report has to be checked by the university internship supervisor | Final version |
| **The review from the Organisation’s Internship Supervisor** | contains a comprehensive part of the internship | the supervisor from the hosting organisation | Final version |

Table 3 – 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 | 2 |
| **Content** | The presentation contains accurate and relevant information | 2 |
| There are conclusions summarising 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 |

Table 4 – Report grading criteria. Maximum band - 10

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **3** | **2** | **1** | **0** |
| **Task achievement (content)** | The report meets all the requirements. It covers fully all aspects of the internship; the individual assignment is completed correctly and in full, without remarks from the internship supervisor. The report is characterised 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 report meets all the requirements, with one or two minor drawbacks. It covers fully all aspects of the internship; the individual assignment is completed correctly and in full, with only minor remarks from the internship supervisor. The report is characterised by the high level of prepared material, all elements of the individual assignment are generally thoroughly covered and reflect the depth of the research undertaken or the problem addressed. | The report partly meets the requirements. It does not cover fully all aspects of the internship; the individual assignment is not always completed correctly and in full, with several critical remarks from the internship supervisor. The report is characterised by the medium level of prepared material, not all elements of the individual assignment are thoroughly covered. | The report does not meet the requirements. It is characterised by the poor level of prepared material. |
| **Contribution and originality** | - | The report demonstrates that the contribution of the student to the professional / research problem(s) addressed during the internship is significant. Original results and approaches are suggested. | The report demonstrates that the contribution of the student to the professional / research problem(s) addressed during the internship is significant. Some achieved results and suggested approaches are original. | The report demonstrates that the contribution of the student to the professional / research problem(s) addressed during the internship is superficial and not significant. The results and suggested approaches are self-evident and not new. |
| **Cohesion and coherence** | - | The report structure meets all the requirements. Cohesion and coherence are skillfully maintained. There is a clear and logical link between the elements of the report. Paragraphing is logical. | The report structure generally meets the requirements. There are some problems with cohesion and coherence. Links between the elements of the report are not always clear. Paragraphing is not always logical. | The report structure does not meet the requirements. The text is not logical, with numerous mistakes in cohesion and coherence. |
| **Formatting and language** | - | Formatting meets all the requirements, or there are minor (no more than 1-2) formatting lapses. The report is written in the academic style. There are only minor errors or typos in the text. | There are some mistakes in formatting (no more than 5). There are mistakes in the academic style and numerous typos. | Formatting requirements are poorly met. The style of the report is not academic. |
| **Deadlines** | - | - | The report and other obligatory documents are submitted in due time. All deadlines are met. | The deadlines for the submission of the report and other obligatory documents are not met. |

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

*Final Grade = 0,2\*Grade of the supervisor from the hosting organisation + 0,5\*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 work experience internship, students can use information technologies, including design automation and software development tools used in a specialised organisation, 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, specialised 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”](https://spb.hse.ru/ma/expman/assessment) 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 organised 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 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 incentivised 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 programme[[1]](#footnote-1).

**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. These Guidelines have been developed on the basis of the *Annex 8. Procedure for Writing Theses and Term Papers for Degree Students at HSE University* *to the Regulations* *on Practical Training of Students under Core Bachelor’s, Specialist and Master’s Programmes at HSE University* approved by the HSE Academic Council, minutes No.6 dated June 17, 2021.
   2. These regulations define deadlines and recommended procedures for preparation, evaluation, defence and publication of term papers written by students of Arts and Culture Management Master’s Programme.
   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.
   4. Term paper is prepared, submitted and defended during the 1st academic year. According to the programme’s curriculum, the term paper submission falls in Quarter 4.
   5. 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.
   6. The term paper is completed in English. It can be prepared individually or in small groups (up to 2 students).
2. **TERM PAPER STRUCTURE, CONTENT AND FORMAT**
   1. The term paper may be completed in one of the following formats:
      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 the application of relevant theoretical framework and research methodology development.
      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. The term paper (research- or project-based) is from 7 000 to 12 000 words in length for an individual paper and from 10 000 to 15 000 words for a group paper. The word limits include reference list, but not appendices.
   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** (3-6 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 discussion about research motivation, research goal and research question, arguments for the relevance of the research, a brief description of its distinctive features, the structure of the paper;

- **literature review** containing the discussion of relevant research and its meaningful comparison;

- **methodology** containing a detailed description and justification of theoretical and empirical approach;

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

- **results** and their **discussion**;

- **conclusion**: the contribution of the paper to the theory and its 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).

The term paper must demonstrate student’s clear understanding of the data sources, data collection procedures, sampling and data analysis tools. Excellent marks (8 and higher) may be awarded only for those term papers that represent a full-scale research, with a completed data collection procedure, analysis and interpretation of the results that allow to answer the posed research question in full, upon excellent execution of all other required elements.

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** (3-6 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** containing the discussion of relevant research and its meaningful comparison;

- **analysis of the problem**;

- **tools for solving the problem**;

- **results/solutions** and their **discussion**;

- **recommendations** 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).

* 1. 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. 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.

* 1. 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 supplied with sources (for example, developed by author or reference).
  2. 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.
  3. Use footnotes if necessary (Times New Roman 11 pt), endnotes are not permitted.

1. **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 | **1 September up to 10** **October** 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 | **10 October – 1 November** 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 | **1 November – 10 November** 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 | **10 November – 20 November** of the ongoing academic year |
| 6 | **Checking that students have received topics for their term paper, as validated by their academic supervisors** | Programme office | **20 November – 15 December** 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 15** **December** of the ongoing academic year |

1. **TERM PAPERS PERFORMED BY GROUPS**
   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.
   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 10 000 to 15 000 words (including references).
   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.
2. **SELECTION AND APPROVAL OF TERM PAPER TOPICS** 
   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.
   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.
   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.
   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. Students can familiarise themselves with proposed topics and submit applications for chosen topics from 10 October until 1 November of the ongoing academic year.
   6. Students should consult their future term paper supervisor (hereafter the “supervisor”) in order to make a decision in regard to selecting or finalising a topic for their term papers.
   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.
   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.
   9. In the period from 1 November to 10 November of the ongoing academic year, supervisors shall select applications submitted by students, which can be either accepted or declined.
   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 1 November until 20 November of the ongoing academic year.
   11. Finalised lists of term paper topics, as selected by students, as well as appointed supervisors, shall be prepared by the DP programme office from 20 November until 15 December of the ongoing academic year.
   12. By 15 December 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.
   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 15 December 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.
   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.
   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.
   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.
3. **TERM PAPER SUPERVISION** 
   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.
   2. The signing of a PTE assignment is an initial and mandatory deadline in each student’s progress with any element of practical training.
   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.
   4. A draft term paper can be prepared by a student as part of the research seminar and individual consultations with DP academic supervisor.
   5. Students can finalise their draft term papers, which have not yet been approved by their supervisor, and re-submit a final 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 25 December 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. The submission of the first version of the term paper shall be the third mandatory deadline. The term paper’ 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.
   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.
   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 using 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.
   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).
4. **TERM PAPER PREPARATION RESTRICTIONS** 
   1. Students must comply with the term paper preparation schedule developed and final together with their supervisors.
   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 organisation-initiator of the topic.
   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.
5. **TERM PAPER SUBMISSION** 
   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.
   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.
   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.
6. **TERM PAPER REVIEW AND DEFENSE** 
   1. Term paper **pre-defence** may take place 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) and this form of assessment is evaluated by the research seminar’s instructor.
   2. Term paper **defense** takes place each academic year during the exam period (June 20-30). The defence is organised offline, unless an online mode of study is used at the University at the time of the defence.
   3. Defense dates and Board composition are set by the Programme Academic Supervisor. The Programme Academic Supervisor may also invite external experts (from other universities or partner organisations) to be members of the Defense Board.
   4. The defence board is composed of at least 2 members. The quorum of defence is reached when 2 members of the defence board are present. At least two members of the board must be present offline, additional members may participate online.
   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.
   6. The Study Office must publish defense dates on the programme website at least one week in advance.
   7. The defense is organised 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.

* 1. 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.
  2. Missing term paper defense without a valid reason supported by documentary evidence is counted as academic failure.
  3. If a fail grade is received at the defense, no repeat defense shall be held during the current academic year.
  4. Each term paper must go through the Anti-plagiarism (HSE Antiplagiat) 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.
  5. 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.

1. **GRADING, RE-EXAMINATION AND APPEAL**
   1. The final grade for the term paper is calculated using the following formula:

**Final grade = 0.6\*text + 0.4\*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 elements of the final grade (text and presentation) are obligatory parts of term paper evaluation. Absence of one of the elements will result in 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.

* 1. 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.
  2. 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.
  3. Students may access the grades and reviews of their term papers through the account in the LMS or at the Study Office.
  4. 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.
  5. The student may individually file an appeal to the appeal committee within 3 working days upon receiving the grades with detailed grounds for appeal. Appeals are handled in accordance with the *Regulations on the organisation of intermediate attestation and current monitoring of student progress at the Higher School of Economics*. The appeal may be based on the disagreement with the procedure, while student's dissatisfaction with the grade received cannot be a ground for appeal.

1. **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 the title page

**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 FULL NAME(S)**

**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  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Full Name |

Saint Petersburg – 2024

## Appendix А-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)* | |
| faculty[[2]](#footnote-2) | | |  | | | |
| Internship | | | *professional / project / research* | | | |
| Type of internship | | | *(as per DP curriculum)* | | | |
| *(PTE type)*  PTE duration[[3]](#footnote-3) | | | | | from | \_\_\_\_\_\_, 202\_\_ |
|  |  |  |  | | to | \_\_\_\_\_\_, 202\_\_ |

|  |  |
| --- | --- |
| **PTE topic (title)**  *(except professional internship)* | *Term paper / thesis topic in Russian and English / project title* |
| **PTE workload (in credits)** | *Maximum number of credits awarded to a student for PTE* |
| **PTE goal** |  |
| **PTE objectives** | *A short description of the assignments for the professional internship / term paper/thesis contents / project goals and objectives* |
| **Requirements to PTE outcomes** | *Provide a precise description of the outcomes subject to assessment* |
| **Reporting format** | *Report / presentation / final version / layout / database / etc.* |
| **Mandatory / optional presentation of outcomes** | *Presentation form, if any: e.g., presentation, defence of a term paper/thesis/project outcomes, discussion, event, etc.* |
| **Requirements to students completing a PTE assignment** | *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)* |

**PTE Schedule[[4]](#footnote-4)**

|  |  |  |
| --- | --- | --- |
| **PTE stage** | **Document** | **Deadline** |
| 1. Signing an assignment | Assignment signed by student | *dd.mm.yyyy* |
| 1. Interim results | *Completed by PTE supervisor* | *dd.mm.yyyy* |
| 1. Final report | *Choose: report / final version of term paper/thesis* | *dd.mm.yyyy* |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| PTE Supervisor at HSE University: | | | | | | | | | | | | | | |
|  | | | | | |  |  | | |  |  | | | |
| *(position)* | | | | | |  | *(signature)* | | |  | *(last name, initials)* | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| The assignment was received on | | | | | | | | \_\_\_\_\_\_, 202\_\_ | | | | | | |
| Student | | | | |  |  |  |  |  |  |  |  |  |  |
|  |  |  | | | |  |  | | | | | | |  |
|  |  | *(signature)* | | | |  | *(last name, initials)* | | | | | | |  |

## 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)

1st 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)*

“\_\_\_” \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_2024

## Appendix A-4. Assessment Criteria for the Oral Defense

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Component |  | LO | Criteria |
| 1 | Justification of the topic choice. Accuracy in defining the aim(s) and research question of the term paper | 0.2 | * Is able to reveal and formulate topical problems in arts and culture management * Formulates research aim(s), and research question * Can justify the choice of the topic | * Justification of the topic choice; accuracy in defining the aim and research question of the term paper; * originality of the topic and the extent to which it was covered; * alignment of the term paper’ topic, aim(s) and research question. |
| 2 | Literature review | 0.2 | * Is able to find relevant academic and professional literature * Can make a critical review of the body of academic papers | * Number of references * Relevance of references * Quality of critical review |
| 3 | Quality of the methodology | 0.2 | * Is able to pose hypotheses, can choose methods and approaches, * Is able to identify practical problems * Uses appropriate and relevant methods of analysis, modeling and data empirical testing * Makes appropriate conclusions and discusses them * Proposes valuable solutions for practical problems | Independent scientific thinking in solving the set problem/objectives;  the extent to which the student contributed to selecting and justifying the research model, developing methodology/approach to set objectives  developing valuable solution of practical problems  review from a company(organisation) for which the project is developed |
| 4 | Report and presentation of results | 0.2 | * Reports clearly * Presents expected or final results of the research in an appropriate manner * Discusses the results | * The quality of the presentation and layout * The coverage of main issues * The structure of the presentation |
| 5 | Answers on the questions | 0.2 | * Gives clear and profound answers * Argues the main positions of the dissertation * Comments the referee’s remarks | * Clearness and profoundness of answers * Full coverage of all critical remarks |

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

|  | 20% | 20% | 20% | 15% | 15% | 10% |
| --- | --- | --- | --- | --- | --- | --- |
| Assessessment criteria[[5]](#footnote-5) | 1. Purpose and problems of the term paper - choice, specification and justification of topic – key definition and concepts - presentation of problems and hypotheses - scientific significance and novelty of the term paper | 2. Familiarisation 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. Results | 5. Discussion and conclusions - evaluation of the strengths and weaknesses of the research | 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. Familiarisation with the literature is insufficient or superficial, and source synthesis2 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 unorganised. 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 unorganised. 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 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. 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. It is difficult to follow the link between interpretations and primary research material. | Discussion is superficial but mainly in line with the results. The results have been discussed, to some extent, in relation to previous literature. The study makes an effort to critically evaluate the results. | The structure of the work is illogical in places and contains partly unfinished text. |
| Good 6-7 | The purpose and problems of the study are clear and justified. The topic has been successfully specified. The study is primarily a 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[[6]](#footnote-6) . 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 of the research methodology 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 organised 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 unorganised 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. |
| Very good 8 | The research topic is significant for the discipline. The research task and problems are clear and carefully justified. | The source material is based on scientific and original publications and is appropriate to the theme of the research task. The use of sources demonstrates familiarity with the studied phenomenon. The background theory has a strong, logical connection to the research task and problems, as well as to the method choice and methodological solutions. | The reliability of the method has been evaluated on the basis of previous studies. The research methods are challenging and have been used successfully. Ethical issues of the research methodology have been carefully examined. | The results have been presented in an organised 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. |
| 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[[7]](#footnote-7) . | 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 organised 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. |

## Appendix B-1. Template for the individual internship assignment

National Research University Higher School of Economics

Saint Petersburg

**THE INDIVIDUAL INTERNSHIP ASSIGNMENT**

for the student of 2nd year of study, full-time programme

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *(*student’s full name*)*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Educational programme | | | | Arts and Culture Management | | | |
|  |  |  |  | |  | | |
| Degree | | Master | | | | | |
| Field of study | | | | | | 38.04.02 Management | |
|  | | | | | | *(code and title)* | |
| Faculty | | | St. Petersburg School of Economics and Management | | | | |
| Form of internship | | |  | | | | |
| Type of internship | | |  | | | | |
| Internship period | | | | | | from | \_\_\_.\_\_\_.202\_\_ |
|  |  |  |  | | | to | \_\_\_.\_\_\_.202\_\_ |
|  |  |  |  | | |  |  |

Goals of internship[[8]](#footnote-8):

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|  |
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|  |
|  |
|  |
|  |
|  |
| Objectives of internship[[9]](#footnote-9): |
|  |
|  |
|  |
|  |
|  |

Internship plan (content) (questions to be studied):

|  |  |
| --- | --- |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |
| 6. |  |
| 7. |  |
| Planned results: | |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |
| 6. |  |
| 7. |  |
|  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Internship supervisor (HSE academic staff member): | | | | | | | | | | | | | | |
|  | | | | | |  |  | | |  |  | | | |
| *(position)* | | | | | |  | *(signature)* | | |  | *(print name)* | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| APPROVED | | | | | | | | | | | | | | |
| the Organisation’s Internship Supervisor | | | | | | | | | | | | | | |
|  | | | | | |  |  | | |  |  | | | |
| *(position)* | | | | | |  | *(signature)* | | |  | *(print name)* | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| The task accepted | | | | | | | | \_\_\_.\_\_\_.202\_\_ | | | | | | |
| Student | | | | |  |  |  |  |  |  |  |  |  |  |
|  |  |  | | | |  |  | | | | | | |  |
|  |  | *(signature)* | | | |  | *(print name)* | | | | | | |  |

## Appendix B-2. Template for the internship schedule

National Research University Higher School of Economics

Saint Petersburg

**AN INTERNSHIP PLAN (SCHEDULE)**

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

(student’s full name)

Field of Study 38.04.02 Management

Educational programme “Arts and Culture Management”

Full time programme, 2nd year of study, group № \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Faculty St. Petersburg School of Economics and Management

Type of internship \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Internship period: from «\_\_\_» \_\_\_\_\_\_\_\_\_\_ 20\_\_\_ to «\_\_\_» \_\_\_\_\_\_\_\_\_\_ 20\_\_\_ .

Internship supervisor from University \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (full name, academic degree, academic title, position)

Name of the Internship Organisation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

the Organisation’s Internship Supervisor

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

(full name, academic title)

|  |  |  |
| --- | --- | --- |
| № | Time period | Internship plan |
| 1 |  | 1. Organisational meeting |
| 2 |  | 2. Personnel safety notification |
| 3 |  | 3. Welcome tour |
| 4 |  | 4. Performance of an individual task |
| 5 |  | 5. Consultations |
| 6 |  | 6. Preparation and providing report on internship |

|  |  |  |
| --- | --- | --- |
|  | Student | Supervisor from  the of internship Organisation |
| 1. The workplace is provided to the student | confirm  \_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_/  signature print name | confirm  \_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_/  signature print name |
| 2. The safe conditions of internship meeting health regulations and the requirements of labour protection are provided | confirm  \_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_/  signature print name | confirm  \_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_/  signature print name |
| 3. Personnel safety notification, fire safety and also is carried out by employment policies and procedures | confirm  \_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_/  signature print name | confirm  \_\_\_\_\_\_\_\_\_\_\_\_\_\_/\_\_\_\_\_\_\_\_\_\_\_/  signature print name |

Student \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Internship supervisor (HSE academic staff member) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ /\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Organisation’s Internship Supervisor \_\_\_\_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Appendix B-3. Template for the title page of the work experience 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 WORK EXPERIENCE INTERNSHIP**

**MASTER’S PROGRAMME “ARTS AND CULTURE MANAGEMENT”**

Area of studies *38.04.02 Management*

Level: Master

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

student’s full name

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

**Verified:**

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

*(position, full name of HSE supervisor)*

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

*(grade) (signature)*

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

*(date)*

**Verified:**

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

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

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

*(signature)*

*stamp \_\_\_\_\_\_\_\_\_\_\_\_\_*

*(date)*

**St.Petersburg, 2025**

1. Emails of the heads of programme offices (programme coordinators) are stated on programme webpages on the HSE corporate portal (website). [↑](#footnote-ref-1)
2. 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. [↑](#footnote-ref-2)
3. A PTE denotes an element of practical training, as per a given degree programme’s curriculum. [↑](#footnote-ref-3)
4. Three mandatory deadlines. The PTE supervisor may add other deadlines (PTE completion stages) at their own discretion. [↑](#footnote-ref-4)
5. The requirements provided for the lower levels also apply to the higher levels [↑](#footnote-ref-5)
6. 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-6)
7. In systematic literature reviews, this is paid attention to even in the lower grades. [↑](#footnote-ref-7)
8. According to the internship program. [↑](#footnote-ref-8)
9. According to the internship program. [↑](#footnote-ref-9)