**INTERNSHIP PROGRAMME**

**MAIN EDUCATIONAL PROGRAMME OF MASTER PROGRAMME – “GLOBAL BUSINESS”**

**For 2021/2022 academic year – 2022/2023 academic year**

Approved by:

Academic council of the “Global Business” programme

Record №1 10 of August 2021

Developed by E.Krekhovets,

Assoc. Prof. Department of Economic Theory and Econometrics,

Academic supervisor of “Global Business” programme

**Section 1. General information**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Course** | **Classification** | **Type** | **Attribute** | **ECTS** | **Number of hours for student** | **Period** |
| 1 | Research | Term paper | Obligatory | 3 | 114 | 2021-2022 year |
| 2 | Project | Project | Obligatory | 3 | 114 | 2021-2022 year |
| 2 | Educational | Internship | Obligatory | 11 | 418 | 10.01.2022-06.03.2022 |
| 2 | Research | Master’s thesis preparation | Obligatory | 18 | 684 | 2021-2022 year |

**Section 2. Description of the content**

**2.1. Term paper**

2.1.1. Goal and objectives

The goal of completing terms papers is the systematization, expansion and development of general academic, instrumental, social, cultural and professional competencies through engaging with complex objectives, while also relying on research elements, as well as determining the level of a student’s readiness to engage in both research and practical work. The main objectives with respect to the completion and defense of term papers include:

* expanding upon, systemization and integration of theoretical knowledge and practical skills in a given field of study;
* developing one’s skills to critically assess and summarize concepts and various points of view on a given topic;
* stimulating one’s skills to carry out independent analysis of a given research phenomenon;
* presenting the results of work activities in reports, abstracts, and articles written as per relevant requirements, using the latest editing and publishing technologies.

To perform the term paper students should use knowledge and skills obtained during previous studying as well as competences obtained from studying first-year master courses.

2.1.2. Key deadlines

Key deadlines for term paper presented on the table 1.1.

Table 1.1.

Key deadlines for term paper preparation

|  |  |
| --- | --- |
| Stage | Deadline |
| Open publication on the educational programme’s website of information for studies about possible topics, term paper supervisors | 10.10.2021 |
| Student present initial topic for their paper | 20.10.2021 |
| Writing up an application (App 1) to approve the paper’s topic | 20.11.2021 |
| Uploading of term paper to LMS for further plagiarism check in the Antiplagiat system | 20.05.2022 |
| Submission of the final version of the term paper in hard copy to the programme’s Study Office. | 01.06.2022 |
| Defense of term paper | 10.06.2022 |

2.1.3. Content

Content of term paper, goal and objectives determined by the student together with supervisor. The working plan of a term paper should be flexible. Any changes should have the approval of the supervisor. A final version of the term paper plan should be approved by the supervisor and provide an outline of the work’s contents. The principal parts of a term paper shall include: a title page, a table of contents, an introduction, main body, conclusion, bibliography, appendices. Information about rules, requirements, including structure, design, presentation, presented in the Methodological Recommendations for Writing and Defending Term Papers (App 6).

2.1.4. Evaluation and reports

The supervisor shall review the term paper and write up feedback within 5 working days after uploading the final version of the term paper to LMS. Students must prepare a presentation of the term paper and defense the term paper. Final grade for the term paper considers both supervisor grade and grade for presentation. Final grade is calculated according to the formula 1.1.

(1.1.)

Evaluation criteria presented on the table 1.2.

Table 1.2.

Term paper evaluation criteria

|  |  |
| --- | --- |
| Criteria | Grade |
| Relevance demonstrated in regards to academic discourse, uses statistical data. The work submitted features a well-argued analysis supported by adequate sources, theories and models. The work covers a wide range of theories, concepts, and approaches. The author’s position is very well founded. Justified use of primary and/or secondary data. Results are substantiated and verifiable. Selection of research method is well-argued. Statistical and/or other processing methods are used in regards to given data. Methodological approaches are directly connected to the hypothesis presented for defense, as well as present significant theoretical and/or applied innovation. The data collected by the author is innovative in nature. Complete conclusions have been made along with well-founded recommendations. The results are scientifically grounded. Results bear a direct relation to the project’s goal and objectives. The work features a well-developed approach to solving administrative issues, which would be innovative for Russian science and practice. The presentation’s slides feature references to all sources cited. The presentation’s structure logically explains the topic. No significant errors have been made in the presentation’s format, bibliography, and visual materials. The presentation’s format is of very high quality. The author has logically and effectively answered all questions, properly relying on professional terminology. | Excellent  8-10 |
| Relevance demonstrated in regards to academic discourse, but does not utilize statistical data. The work submitted features a founded analysis using adequate sources, theories and models. Foreign sources are cited. Several theories, concepts, approaches, are presented. The author’s position is wellfounded. Justified use of primary and/or secondary data. Results are substantiated and verifiable. Selection of research method is wellargued. Statistical and/or other processing methods are used in regards to given data. Methodological approaches are directly connected to the hypothesis presented for defense, but do not present any significant theoretical and/or applied innovation. The derived data is not innovative in nature. Complete conclusions have been made along with wellfounded recommendations. Results are scientifically grounded. Results bear a direct relation to the project goal and objectives. The work does not present a developed approach to solving administrative issues which would be innovative for Russian sciences and practice. The presentation’s slides feature references to all sources cited. The structure of the presentation logically explains the topic. No significant errors have been made in the presentation’s format, bibliography and visual materials. The presentation has been assembled in a quality way. The author has logically, but not entirely thoroughly, responded to the questions, and may have incorrectly used professional terminology. | Good  6-7 |
| Relevance demonstrated, but with no relation to academic discourse. The work submitted features a well-founded analysis using adequate sources, theories and models. Foreign sources are cited. Only one overriding theory or concept is presented. Justified use of primary and/or secondary data. The results are substantiated and verifiable. No arguments are made for the given selection of methodology. The work features a formula for its hypothesis, but bears no relation to other methodological components. No innovation in data collection. Full conclusions made along with well-founded recommendations. The results bear a direct relation to the project goal and objectives. The results have some scientific relevance. The work does not present a development approach to solving administrative problems, which would be innovative for Russian sciences and business practice. The presentation’s slides feature links to the sources used. The structure of the presentation does not properly explain the topic. The work features significant mistakes in the presentation’s format, bibliography, and visual materials. The author was unable to provide adequate answers to the board’s questions. | Satisfactory  4-5 |
| Relevance of topic has not been demonstrated. The work submitted does not include, or has an insufficient, analysis of the sources used; does not reference foreign sources; only one theory or concept is considered in the paper. The work does not feature, or ineffectively uses primary or secondary data. No arguments are made for the given selection of methodology. The results are not substantiated and/or verified. The work does not present a formula for a hypothesis, nor any innovation in terms of the data collected. Conclusions are incomplete/or no well-founded recommendations provided. The results do not reflect the stated goals and objectives of the research. The results have no academic relevance. The presentation slides do not feature links to the sources used. The presentation’s structure does not properly present or describe the topic. The presentation features major errors in terms of format, bibliography, and visual materials. The author failed to answer the majority of questions submitted. | Unsatisfactory  3-0 |

2.1.5. Resources

During the preparation of term paper student can use HSE library resources including database of scientific journals, books, and preprints. In library and computer labs student can use statistical software and internet.

2.1.6. Features of term paper preparation in case of restrictions or other measures

In case of restrictions relating to physical presence at the University, meetings with supervisor will be arrange online. In this case student also can use all library resources online. Defense of term paper can be arranged online.

**2.2. Project**

2.2.1. Goal and objectives

The goal of the project is the introduction to the project design and involvement students to project work. During the project students get acquainted with the concept of project and project work, have to design their particular project in group. Main objectives include:

* Know classification of project, main stages of project implementation, technologies of work in each stage of project implementation
* Be able to develop an idea of project, analyze the condition of project design, create and implement goal of project, present a result of project
* Have skills for implementation of project in different stages, skills working in team, skills in preparing and presenting final results.

To perform project students should use knowledge and skills obtained during previous studying as well as competences obtained from studying first-year master courses.

2.2.2. Key deadlines

Key deadlines for project presented on the table 2.1.

Table 2.1.

Key deadlines for project

|  |  |
| --- | --- |
| Stage | Deadline |
| Presenting information about project. Discussing expected results of project. Distribution of roles in project team. | 10.09.2021 |
| Meeting 1. Student present intermediate results. Discussing | 24.09.2021 |
| Meeting 2. Student present intermediate results. Discussing | 08.10.2021 |
| Meeting 3. Student present final results. | 20.10.2021 |

2.2.3. Content

Students will be involved in work on particular practical project during the first module (September-October). During the introduction meeting the project will be presented. Students should distribute roles and tasks among project team, choose project manager and delegate responsibilities. Students mostly work by themselves; project coordinator can help if it is necessary. On the first meeting students should present project management plan, scope management plan and schedule. On the second meeting students should present intermediate results and discuss correction and structure on presentation with project coordinator. On the final meeting students should present results of the project to project coordinator and other stakeholders if it is necessary.

Content and structure of the project determined by project coordinator at the beginning of first module and agreed upon academic supervisor.

2.2.4. Evaluation and reports

The project coordinator shall evaluate project report and presentation. Students also should evaluate each other’s work in the project team. Final grade for the project considers both supervisor grade and peer’s grade. Final grade is calculated according to the formula 2.1.

(2.1.)

Evaluation criteria presented on the table 2.2.

Table 2.2.

Project evaluation criteria

|  |  |
| --- | --- |
| Criteria | Grade |
| The project successfully completed. All objectives achieved and results of project met requirements. Project documentation prepared correctly. Students can answer all questions of project coordinator or other stakeholders. | Excellent  8-10 |
| The project successfully completed. All objectives achieved and results of project met requirements. Project documentation prepared with mistakes, or some required documents are missing. Students can answer not all questions of project coordinator or other stakeholders. | Good  6-7 |
| The project partly completed. Not all objectives achieved. Project documentation prepared with mistakes, or some required documents are missing. Students can answer not all questions of project coordinator or other stakeholders. | Satisfactory  4-5 |
| The project was not completed. Project documentation prepared with a lot of mistakes, or some required documents are missing. Students can answer not all questions of project coordinator or other stakeholders. | Unsatisfactory  3-0 |

2.1.5. Resources

During the project work student can use HSE library resources including database of scientific journals, books, and preprints. In library and computer labs student can use statistical software and internet.

2.1.6. Features of project in case of restrictions or other measures

In case of restrictions relating to physical presence at the University, meetings with project coordinator will be arrange online. In this case student also can use all library resources and other HSE resources online. Project presentation can be arranged online.

**2.3. Educational Internship:**

2.3.1. Goal and objectives

Educational internship for master students is carried out during the second year according to the curriculum. The internship is focused on in-depth study of selected topics through acquiring practical experience and skills, as well as collecting data for writing the master thesis.

Goals of educational internship are:

* Collection and analysis of scientific and practical data on the topic of research;
* Development of original research proposals and research hypothesis on the research topic;
* Obtaining skills of independent research activity, as well as work as a part of research team.

Educational internship is based on the professional courses of the programme. To complete the internship student must have general competencies and professional skills which are formed during his study. The knowledge and skills acquired in the framework of educational internship should be used in the preparation of the master thesis.

2.3.2. Key deadlines

Key deadlines for internship presented on the table 3.1.

Table 3.1.

Key deadlines for internship

|  |  |
| --- | --- |
| Stage | Deadline |
| Presenting information about internship for students. | 20.10 2021 |
| Distribution students by the place of internship. Concluding internship agreements with companies if it is necessary. | 20.12 2021 |
| Student’s internship according to the curriculum. | 10.01.2022 – 06.03.2022 |
| Check of drafts of internship reports. | 02.03.2022 |
| Submission of the final version of the reports in hard copy to the programme’s Study Office. Defense of internship reports. | 13.03.2022 |

2.3.3. Content

The internship can be arranged in two ways: stationary and visiting. Visiting practice is carried out in Russian (excluding NRU HSE in Nizhny Novgorod) and foreign universities and commercial and non-commercial organizations. Stationary internship is carried out in NRU HSE in Nizhny Novgorod. Educational internship is carried out by allocating a continuous period of study time in the calendar of internship schedule for interns.

Students who combine internship with work are entitled to undergo internship in organization there they work in case if their professional activity in workplace meet the requirements for the research topic. Students taking internship in organization are required to perform individual tasks stipulated by the internship programme, comply with the labor regulations in force of the Organization, comply with the requirements of labor protection and fire safety.

The general management of the internship is carried out by the staff of the NRU HSE in Nizhny Novgorod and specialists from the organization (in case of visiting internship). Contact work is carried out in the form of consultation. Control over all stages of internship is carried out by conducting an exam based on the results of educational internship in the form of report. Report of internship should be presented to the supervisor of internship.

The content of the educational internship for writing final research project (master thesis) is determined by the specifics of the research field. Educational internship provides for the student to perform the functions of a professional specialists and researcher. In this regard, students must collect and summarize the data necessary for research, develop and implement methods and instruments of research, coordinate all stages of research with supervisor.

To present the results of internship student must submit the full set of documents to the Study Office. The set of documents include:

Before the start of the internship:

* Individual internship assignment (App 2)

At the end of the internship:

* Internship report signed by supervisor (App 3)
* Feedback, signed by supervisor (App 4).

In the feedback form supervisor evaluates the student perform, competencies and professional skills formation, development of student research skills as well as quality of work, discipline, and so on.

The internship report is the final document based on the results of educational internship, reflects the result of the individual task, acquired skills and competencies. The content and reliability of the report is checked by supervisor. After checking the report by the supervisor from NRU HSE in Nizhny Novgorod the fact of protecting the practice and checking the report is recorded by the signature of the supervisor.

Students who have not completed the internship programme without a valid reason of who received an unsatisfactory grade, are considered to have academic debt. It can be eliminated in accordance with the Regulations on the organization of intermediate certification and current monitoring of student performance at the NRU HSE in Nizhny Novgorod.

Students who have not completed the established internship programme are not admitted to the final state certification.

2.3.4. Evaluation and reports

The supervisor from HSE shall evaluate internship report. Final grade for the project considers supervisor grade in accordance with company supervisor feedback in case student takes internship in company.

Evaluation criteria presented on the table 3.2.

Table 3.2.

Internship evaluation criteria

|  |  |
| --- | --- |
| Criteria | Grade |
| Correct and complete presentation and high-quality design of report as well as a full detailed answer to the question during the presentation of internship report. | Excellent  8-10 |
| correct and partly complete presentation. Presence of certain inaccuracies in answering to the question during the presentation of research or in the presence of comments on the report of a non-fundamental nature (grammatical, arithmetical errors and so on). | Good  6-7 |
| Partly complete presentation with some serious mistakes. There are inaccuracies and errors that indicate a lack of understanding of the issues and require additional reference to data and literature. There are gaps in knowledge in the report and answers to the questions during the presentation. | Satisfactory  4-5 |
| There are only certain positive aspects in the completed report and submitted answers to the questions during the presentation, or in the case of complete absence of positive moments in the report and in the questions during the presentation. Student unable to answer any question during the presentation, report includes a lot of significant errors or student demonstrate unethical attitude to presentation or internship at all. | Unsatisfactory  3-0 |

2.1.5. Resources

During the internship work student can use HSE library resources including database of scientific journals, books, and preprints. In library and computer labs student can use statistical software and internet.

Material and technical support has to meet requirements of existing health and fire protection regulations, as well as work safety requirements.

2.1.6. Features of project in case of restrictions or other measures

In case of restrictions relating to physical presence at the University or in the company internship can be arranged online. Presentation of internship reports can be arranged online.

**2.4. Master’s thesis**

2.4.1. Goal and objectives

The goal of completing master’s thesis is the systematization, expansion and development of general academic, instrumental, social, cultural and professional competencies through engaging with complex objectives, while also relying on research elements, as well as determining the level of a student’s readiness to engage in both research and practical work. The main objectives with respect to the completion and defense of master’s thesis include:

* expanding upon, systemization and integration of theoretical knowledge and practical skills in a given field of study;
* developing one’s skills to critically assess and summarize concepts and various points of view on a given topic;
* stimulating one’s skills to carry out independent analysis of a given research phenomenon;
* presenting the results of work activities in reports, abstracts, and articles written as per relevant requirements, using the latest editing and publishing technologies.

To perform the master’s thesis students should use knowledge, skills and competences obtained from the previous studies.

2.4.2. Key deadlines

Key deadlines for master’s thesis presented on the table 4.1.

Table 4.1.

Key deadlines for master’s thesis preparation

|  |  |
| --- | --- |
| Stage | Deadline |
| Open publication on the educational programme’s website of information for studies about possible topics, master’s thesis supervisors | 10.10.2021 |
| Student present initial topic for their paper | 20.11.2021 |
| Writing up an application (app 5) to approve the master’s thesis topic | 10.11.2021 |
| Presentation of the draft of master’s thesis to supervisor | 20.03.2022 |
| Uploading of master’s thesis to LMS for further plagiarism check in the Antiplagiat system | 20.05.2022 |
| Submission of the final version of the term paper in hard copy to the programme’s Study Office. | 01.06.2022 |
| Defense of master’s thesis | 15.06.2022 |

2.4.3. Content

Content of master’s thesis, goal and objectives determined by the student together with supervisor. The working plan of a master’s thesis should be flexible. Any changes should have the approval of the thesis supervisor. A final version of the master’s thesis plan should be approved by the supervisor and provide an outline of the work’s contents. The principal parts of a master’s thesis shall include: a title page, a table of contents, an introduction, main body, conclusion, bibliography, appendices. Information about rules, requirements, including structure, design, presentation, presented in the Methodological Recommendations for Writing and Defending Master’s Thesis.

2.4.4. Evaluation and reports

The supervisor shall review the master’s thesis and write up feedback within 7 working days after uploading the final version of the master thesis to LMS. Each master’s thesis should be reviewed by an expert in the field of topic. A review should present an analysis of the contents and the key positions of the thesis under review, an assessment of the relevance of the selected topic, the student’s independence in terms of approach to research, student’s ability to rely on contemporary methods for collecting and processing data, and so on. The detailed information about master’s thesis review presented in the Methodological Recommendations for Writing and Defending Master’s Thesis. Students must prepare a presentation of the master’s thesis and defense the master’s thesis. Final grade for the master’s thesis considers supervisor grade, and grade for presentation which should consider reviewer feedback. Final grade is calculated according to the formula 4.1.

(4.1.)

Evaluation criteria presented on the table 4.2.

Table 4.2.

Master’s thesis evaluation criteria

|  |  |
| --- | --- |
| Criteria | Grade |
| Relevance demonstrated in regards to academic discourse, uses statistical data. The work submitted features a wellargued analysis supported by adequate sources, theories and models. The work covers a wide range of theories, concepts, and approaches. The author’s position is very well founded. Justified use of primary and/or secondary data. Results are substantiated and verifiable. Selection of research method is well-argued. Statistical and/or other processing methods are used in regards to given data. Methodological approaches are directly connected to the hypothesis presented for defense, as well as present significant theoretical and/or applied innovation. The data collected by the author is innovative in nature. Complete conclusions have been made along with well-founded recommendations. The results are scientifically grounded. Results bear a direct relation to the project’s goal and objectives. The work features a well-developed approach to solving administrative issues, which would be innovative for Russian science and practice. The presentation’s slides feature references to all sources cited. The presentation’s structure logically explains the topic. No significant errors have been made in the presentation’s format, bibliography, and visual materials. The presentation’s format is of very high quality. The author has logically and effectively answered all questions, properly relying on professional terminology. | Excellent  8-10 |
| Relevance demonstrated in regards to academic discourse, but does not utilize statistical data. The work submitted features a founded analysis using adequate sources, theories and models. Foreign sources are cited. Several theories, concepts, approaches, are presented. The author’s position is wellfounded. Justified use of primary and/or secondary data. Results are substantiated and verifiable. Selection of research method is wellargued. Statistical and/or other processing methods are used in regards to given data. Methodological approaches are directly connected to the hypothesis presented for defense, but do not present any significant theoretical and/or applied innovation. The derived data is not innovative in nature. Complete conclusions have been made along with wellfounded recommendations. Results are scientifically grounded. Results bear a direct relation to the project goal and objectives. The work does not present a developed approach to solving administrative issues which would be innovative for Russian sciences and practice. The presentation’s slides feature references to all sources cited. The structure of the presentation logically explains the topic. No significant errors have been made in the presentation’s format, bibliography and visual materials. The presentation has been assembled in a quality way. The author has logically, but not entirely thoroughly, responded to the questions, and may have incorrectly used professional terminology. | Good  6-7 |
| Relevance demonstrated, but with no relation to academic discourse. The work submitted features a well-founded analysis using adequate sources, theories and models. Foreign sources are cited. Only one overriding theory or concept is presented. Justified use of primary and/or secondary data. The results are substantiated and verifiable. No arguments are made for the given selection of methodology. The work features a formula for its hypothesis, but bears no relation to other methodological components. No innovation in data collection. Full conclusions made along with well-founded recommendations. The results bear a direct relation to the project goal and objectives. The results have some scientific relevance. The work does not present a development approach to solving administrative problems, which would be innovative for Russian sciences and business practice. The presentation’s slides feature links to the sources used. The structure of the presentation does not properly explain the topic. The work features significant mistakes in the presentation’s format, bibliography, and visual materials. The author was unable to provide adequate answers to the board’s questions. | Satisfactory  4-5 |
| Relevance of topic has not been demonstrated. The work submitted does not include, or has an insufficient, analysis of the sources used; does not reference foreign sources; only one theory or concept is considered in the thesis. The work does not feature, or ineffectively uses primary or secondary data. No arguments are made for the given selection of methodology. The results are not substantiated and/or verified. The work does not present a formula for a hypothesis, nor any innovation in terms of the data collected. Conclusions are incomplete/or no well-founded recommendations provided. The results do not reflect the stated goals and objectives of the research. The results have no academic relevance. The presentation slides do not feature links to the sources used. The presentation’s structure does not properly present or describe the topic. The presentation features major errors in terms of format, bibliography, and visual materials. The author failed to answer the majority of questions submitted. | Unsatisfactory  3-0 |

2.4.5. Resources

During the preparation of master’s thesis student can use HSE library resources including database of scientific journals, books, and preprints. In library and computer labs student can use statistical software and internet.

2.4.6. Features of master’s thesis preparation in case of restrictions or other measures

In case of restrictions relating to physical presence at the University, meetings with supervisor will be arrange online. In this case student also can use all library resources online. Defense of master thesis can be arranged online.

**3. Features of education for students with disabilities**

Internship and other types of preparation for students with special needs and disabilities are arranged in accordance with their psychological and physical development, individual capabilities and heath status.

**Application 1**

*Sample of a Term Paper Request*

To: Academic Supervisor of the Master’s Programme “Global Business” of the Faculty of Management, NSE Nizhny Novgorod \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ from student of the group (full name) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Request

I request the approval of my term paper topic:

Name of topic: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Supervisor (position, degree, full name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(student’s signature)

“\_\_\_\_” \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_20\_\_\_

Academic supervisor’s approval: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(academic supervisor’s signature)

“\_\_\_\_” \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_20\_\_\_

Approved by Programme Academic Supervisor

\_\_\_\_\_\_\_\_\_\_\_ /\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/

**Application 2**

*Sample of individual internship assignment*

National Research University Higher School of Economics

**INDIVIDUAL INTERNSHIP ASSIGNMENT**

student of the 2nd year of the full-time / part-time mode of study

*(Please underline)*

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

*(Last Name, First Name, Patronimic if applicable)*

of the educational programme: Global Business

level of education field of study: Master’s, 38.04.02 Management

department: Management

internship classification: Educational

Intenship dates: from \_\_\_\_\_\_\_\_\_\_\_\_\_ 20\_\_ till\_\_\_\_\_\_\_\_\_\_\_\_\_\_20\_\_ .

Internship goal[[1]](#footnote-1):

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| Internship objectives[[2]](#footnote-2): |
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Internship content (issues to be studied):

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| 6. |  |
| 7. |  |
| Anticipated results: | |
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| 6. |  |
| 7. |  |
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| Internship supervisor from HSE: | | | | | | | | | | | | | | |
|  | | | | | |  |  | | |  |  | | | |
| *(title)* | | | | | |  | *(signature)* | | |  | *(last name, initials)* | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| APPROVED | | | | | | | | | | | | | | |
| Internship supervisor from the company | | | | | | | | | | | | | | |
|  | | | | | |  |  | | |  |  | | | |
| *(title)* | | | | | |  | *(signature)* | | |  | *(last name, initials)* | | | |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| The assignment is accepted for execution | | | | | | | | \_\_\_.\_\_\_.201\_\_ | | | | | | |
| Student: | | | | |  |  |  |  |  |  |  |  |  |  |
|  |  |  | | | |  |  | | | | | | |  |
|  |  | *(signature)* | | | |  | *(last name, initials)* | | | | | | |  |

**Application 3**

*Sample of report of educational internship*

NATIONAL RESEARCH UNIVERSITY

«HIGHER SCHOOL OF ECONOMICS»

##### Department of Management

MASTER OF GLOBAL BUSINESS PROGRAMME

INTERNSHIP REPORT

Student name (last, first), signature

University supervisor's grade

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

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

*(signature)*

Date

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

Nizhny Novgorod, 20\_\_

**Application 4**

*Internship Reference Letter Format*

[Letterhead]

Date

Master of Global Business Programme

Faculty of Management

National Research University «Higher School of Economics»

Subject: Internship Reference for (Add student’s name here)

To whom it may concern:

[Text of letter]

Yours sincerely,

[Company Supervisor position] [Signature]

[Official company stamp]

Internship Reference Letter must be written on the official letterhead paper of the internship company/organization, contain the exact dates of your internship, a list of your work tasks, a grade on a 10-point scale, and be signed by your company supervisor or other person in charge, and stamped.

**Application 5**

*Sample of a Master’s thesis Request*

To: Academic Supervisor of the Master’s Programme “Global Business” of the Faculty of Management, NSE Nizhny Novgorod \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ from student of the group (full name) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Request

I request the approval of my master’s thesis topic:

Name of topic: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Supervisor (position, degree, full name): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(student’s signature)

“\_\_\_\_” \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_20\_\_\_

Academic supervisor’s approval: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(academic supervisor’s signature)

“\_\_\_\_” \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_20\_\_\_

Approved by Programme Academic Supervisor

\_\_\_\_\_\_\_\_\_\_\_ /\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/

**Application 6**

**Methodological Recommendations for Writing and Defending Term Papers**

**Goal and Objectives of Completing Term Papers**

The goal of completing terms papers is the systematization, expansion and development of general academic, instrumental, social, cultural and professional competencies through engaging with complex objectives, while also relying on research elements, as well as determining the level of a student’s readiness to engage in both research and practical work.

The main objectives with of completion and defense of term papers include:

expanding upon, systemization and integration of theoretical knowledge and practical skills in a given field of study;

developing one’s skills to critically assess and summarize concepts and various points of view on a given topic;

stimulating one’s skills to carry out independent analysis of a given research phenomenon;

applying acquired knowledge in finding solutions to real-life issues related to the given field of study;

developing approaches to rectifying administrative problems, related to the development of new technological innovation in Russia;

presentation of one’s public speaking skills and ability to defend one’ ideas, proposals and recommendations;

presenting the results of work activities in reports, abstracts, and articles written as per relevant requirements, using the latest editing and publishing technologies.

Term paper is meant to deepen a student’s knowledge in regards to respective disciplines that he/she may be studying through theoretical and practical learning, as well as provide them with the skills to independently study subject-based materials and care out research. Term papers should also teach students to properly select, study and summarize source materials (either hard copies or electronic resources). Furthermore, a term paper may be composed in one of the following formats;

a research paper – should include an analysis and summary of theoretical and empirical materials, used to confirm and demonstrate a student’s knowledge and abilities acquired while studying under the education programme;

a project term paper – this type of paper should provide a well-founded solution to a practical problem, based on a thorough analysis of a particular object/subject, as well as any problems related thereto.

1. **Procedure for Writing and Defending Term Papers**
   1. *Developing and Establishing Topics for Term Papers*
      1. In many ways, the selection of a paper’s topic shall determine a student’s success in his/her research. However, a Student’s academic interests still play a major role in selecting a topic, as well as the thoroughness of the given topic in terms of academic works on the subject, the writer’s Bachelor’s thesis, his/her assessment of the possibility of investigating the subject in an in-depth and original manner.

Furthermore, when selecting a topic, the student must pay attention to the fields of interest of the proposed supervisor, as to whether the subject of the research issue coincides or intersects with them, thereby ensuring the most productive partnership possible.

* + 1. A student shall select a term paper topic in their first year of study.
    2. According to Internship programme key deadlines, HSE departments and other academic subdivisions shall confirm the preliminary topics for term papers, as well as a list of supervisors. This list shall be presented to the Study Office of the educational programme.
    3. A list of preliminary topics for term, approved by the academic supervisor and academic council of the programme, shall be published by the Study Office on the programme’s website according to Internship programme key deadlines.
    4. Student shall submit an application to the Study Office of the educational programme, cosigned by his/her supervisor, and addressed to the academic supervisor in regards to selecting the term paper. With the approval of the academic supervisor, it is then possible to confirm the topic proposed by the student.
    5. After a student finishes the selection of the term paper, the academic supervisory of the programme shall decide on approving the topic, as well as the supervisor of term paper for the student.
    6. A directive on the approval of a term paper topic and the deadlines for presenting a final version must be issued no later than December 20 of the current academic year. This directive shall be drawn up by the Study Office of the educational programme as per HSE’s Collection of Standard Directive Templates for Student Affairs, and signed by the director of the relevant subdivision.
    7. Any changes, including clarifications to the subject of a term paper, may be made no later than one calendar month to the date for the presentation of the final version of the paper as stipulated in the relevant directive. Changes to the topic of a term paper shall be made official as per the directive of the relevant branch.
    8. Students who have not selected a term paper topic within the set deadline shall be deemed as possessing an academic failure. Such a student must eliminate this failure within the timeframe specified by the relevant legislation of the Russian Federation and HSE’s internal bylaws.
  1. *Stages of Term Paper’s Composition*
     1. Students and their supervisors shall decide on a schedule for completing term papers, including the following actions:

1. a student shall present a draft of his/her term paper to the supervisor, which should cover the relevance of the given topic, the structure of the paper, its general concept, a list of key sources and expected outcome;
2. preliminary presentation of the term paper at a research seminar;
3. first presentation of the written term paper to the supervisor with subsequent revision (if deemed necessary)
4. presentation of the final version of the term paper to supervisor;
5. the term paper shall be uploaded to the LMS to be checked through the Antiplagiat system for any instances of plagiarism;
6. an assessment and feedback from the supervisor on the term paper;
7. public defense of the term paper (if necessary, including by remote means).
   * 1. Students are obliged to present a final version of their term paper via the LMS and in hard copy to the Study Office of the educational programme within the timeframe specified in internship programme key deadlines. App 7 presents a sample of a term paper title page.
     2. The review of the term paper shall be completed with the assessment by the supervisory and a public defense (this may be done remotely if necessary). The final grade for the term paper shall be based on the final results of the public defense, with due consideration of the supervisor’s feedback (App 8).
     3. The proportion of originally composed text in a given term paper should come to at least 80%. If actual plagiarism is uncovered in the paper, the student may be subject to disciplinary measures, as per the Procedure for the Application of Disciplinary Sanctions In Case of Violations of Academic Rules in Students’ Papers at HSE (Appendix 2 to HSE’s Rules on Internal Code of Conduct).
     4. A student who has received an unsatisfactory grade for his/her term paper shall be considered as possessing an academic failure. He/she is obliged to rectify this failure as per the procedure specified in HSE’s internal bylaws, by correcting each identified item and, if necessary, rewriting the term paper; furthermore, the topic of the term paper may be changed, as can the student’s supervisor. Any changes to a term paper’s topic and/or a student’s supervisor must be made through a directive issued by the director of the relevant department.
8. **Overseeing Term Papers**
   1. *Supervising a term paper*
      1. The development and composition of a term paper shall be overseen by the supervisor, appointed as per a directive from the department’s director.
      2. The supervisor shall oversee the term paper’s development, including:
9. consult the student on identifying a final topic of the paper, its plan, a schedule for its development, selection of literature and source materials;
10. assist the student in selecting a research methodology, as well as methods/approaches for implementing the project;
11. providing full oversight of the paper’s development as per its established plan and schedule;
12. inform the academic supervisor of the programme and its Study Office about any instances when the student fails to follow the schedule for the paper’s development and composition;
13. provide the student with expert recommendations as to the paper’s contents;
14. assess the quality of the paper’s composition as per its established requirements (e.g., feedback);
15. write feedback on the paper with an assessment; feedback may be presented in the recommended format.
    * 1. A paper’s supervisor retains the right to:
16. select a comfortable format for both him/her and the student to work together, including agreeing on a schedule for the term paper composition and for face-to-meetings (as well as other types of communications);
17. based on the outcomes of meetings, request that the student prepare and approve a short resume of recommendations and further steps for the paper’s composition;
18. request that the student follow recommendations in detail and be prepared for meetings with the supervisor;
19. when drawing up assessments, pay particular attention to the student’s ability to follow the schedule for the paper’s development and composition.
    * 1. If the term paper is being developed as an actual practical/research project, a co-supervisor may be appointed. This person should be an employee of an outside organization, which is a key employer for students of the programme, or a staff member of another educational organization (if the programme is being implemented jointly).
      2. For the purposes of providing consultations, advisers may be appointed from HSE’s teaching/research staff, or from staff members of other organizations, whose professional activities and/or academic interests are related to the given topic. Consulting activities shall include: providing assistance to the student in selecting a research methodology, selecting literature and source materials; recommendations on the contents.
      3. The appointment of a co-supervisor or adviser shall be made as per the proposal of the programme’s academic supervisor (after a supervisor has been selected) and confirmed by a directive by the director of the relevant department. The co-supervisor/adviser’s activities shall be regulated at the faculty level.
      4. A replacement of a supervisor, appointment of a co-supervisor or adviser must be confirmed as per a directive of the director of the subdivision no later than one month before the submission of the final version of the term paper, as per the established academic plan.
20. **Content and Text of Term Papers**
    1. The student shall put together a preliminary structure and work plan independently on the basis of his/her knowledge of the relevant literature and shall agree upon this with the supervisor. When developing the plan, the student must determine the content of respective chapters of the term paper, as well as assign them appropriate names. He/she shall also give consideration to the contents of each chapter and devise the sequence of issues that will be reviewed in a series of paragraphs. The structure of a term plan should follow the logical progression of the research process in regards to the given topic. Furthermore, the term’s topic, related chapters and paragraphs should be subordinated to each other in a logical form.
    2. The working plan of a term paper should be flexible, as it may be subject to change owing to adjustments in the field of research, which might be required after an in-depth investigation of the problem that the paper is to address, as well as owing to circumstances and issues in regards to respective sections; it can also be revised owing to a lack of necessary materials, or should new information or data appear that is theoretically relevant or of practical interest. Any changes should have the approval of the supervisor. A final version of the term paper plan should be approved by the supervisor and provide an outline of the work’s contents.
    3. Respective literature shall be selected right after the topic of the paper has been determined. Literature used as source materials for writing a term paper may include textbooks, monographs, periodicals, legal and regulatory acts, collections of academic articles, conference materials, foreign sources, materials found online, etc.
    4. When analyzing information, it is important to observe the following recommendations:

- firstly, review literature that illuminates the theoretical aspects of the issue being studied – monographs, textbooks, journal articles; after doing this, instructional/reference materials may be used;

- when studying respective literature, it is not necessary to take in all information but rather focus on what has a direct bearing on the topic of the paper; assessment criteria for readings may be used for this process;

- focus on the most recent data and information on the given topic/problem, relying on the most authoritative of sources (e.g., foreign professional literature and periodicals);

- precisely indicate where the materials were obtained;

- maintain a critical approach when drawing on or referring to facts from literary sources;

- in order to properly reflect the thought and intention of an author of a primary source, use quotes to identify and contrast respective views. However, the number of quotes used should be optimal (e.g., depending on the requirements for developing a paper), as their overabundance may reflect the weakness of the author’s own position.

* 1. *Collection of factual materials -* This is one of the key steps when writing research, as the overall quality of the work produced entirely depends on the materials collected. Factual materials may be collected as part of the student’s research activities. Statistical materials should be collected along with extracts from the administrative or logistical documentation of the given organization. In addition, the student should study current instructions, methodological guidelines, regulatory documents and directives which affect the regular operations of the organization. Furthermore, it is recommended that he/she summarize the materials collected, check and confirm their reliability and sufficiency for writing the term paper. The term paper might not entail the collection of factual materials. If it does statistical materials should be collected along with extracts from the administrative or logistical documentation of the given organization. In addition, the student should study current instructions, methodological guidelines, regulatory documents and directives which affect the regular operations of the organization. Furthermore, it is recommended that he/she summarize the materials collected, check and confirm their reliability and sufficiency for the term paper.
  2. In order to enhance the quality of the research, use of databases with information on the given topic should be used. Access to such information can be provided through HSE Nizhny Novgorod’s internal network.
  3. After relevant literature is studied and organized in a systematic fashion, along with the collection and review of factual materials, various changes may be introduced to the initial plan for the term paper.

1. **Requirements on the Contents and Size of Term Papers** 
   1. A term paper serves as a separate student activity, a form of student’s research, project work. The content of chapters and paragraphs should correspond to their given titles.
   2. The recommended size for a term paper, if written individually, should come to 25-35 pages of printed text without appendices. At least 35 English-language sources should be included in the paper’s bibliography, out of which academic, popular research, media articles and Internet sources should come to no more than 30%.
   3. The recommended size of a term paper, written as a group, should come to 20-25 pages of printed text without appendices per group member (Time New Roman font, 14 pt size, and 1.5 line-spacing). At least 35 sources should be included in the bibliography, out of which study sources, popular research, media articles and Internet articles should come to no more than 30%.
   4. The principal parts of a term paper shall include: a title page, a table of contents, an introduction, main body, conclusion, bibliography, appendices.
   5. An introduction shall present the reasons for the selection of the research topic, its relevance, and the extent of its development, as well as its academic and practical significance. The paper’s goal, subject and research objectives, as well as its working hypothesis shall be stated.

The requirement as to the relevance of a given topic means that the research is in line with current ongoing academic enquiry, its real requirements and the possibility of solving real-life problems. With respect to justifying the given topic, it is advisable to explain why this problem bears relevance at present and what has prevented its earlier analysis, as well as why it bears priority in comparison with other issues.

In describing the relevance of the selected research topic, it is possible to consider the extent to which it has been studied.

In such cases, a review of the works of foreign and domestic researchers who have studied this topic should be considered. If the author considers it necessary, he/she may describe the inadequacy of research on the given issue and the possible deficit of information on the subject in domestic academic literature.

The objective of the research must be concisely formulated and defined, thereby expressing the main focus of the author’s enquiry. Furthermore, the research objective shall be given further details and developed as part of specific research objectives, so that solutions to the specified objectives are focused on a target objective. In this way, the objectives of the research shall be determined on a generally individual basis, as interim endpoints of the research process, thereby allowing the student to fulfil his/her objective in full.

Research objectives are usually presented in a list, formulated usually using the following verbs: to study…, to uncover…, to analyze,…to develop,…to systematize…, etc. Each of these objectives is a specific step in the research process, with the aim of reaching an established outcome. Therefore, the solution to respective tasks shall be determined as per the contents, priority and title of the respective paragraphs in the paper.

The research hypothesis shall also be specified in the term paper introduction.

Furthermore, the introduction should describe the general structure of the text, pointing out the main points of each chapter, as well as indicating the importance of the results put forth.

* 1. The *main part* of a term paper is usually divided into chapter or sections, which, in turn, are further broken down into paragraphs. It should usually have 2 chapters/main sections, all equal in size to each another. Their contents should correspond directly to the paper’s topic and fully investigate it. The chapters of the main part should also demonstrate the author’s understating in a logical, concise and argumentative exposition of the material.

The main parts of the work usually should include a theoretical part and a practical part.

A term paper should feature a Theoretical Chapter, which should include a literature review, a description of the selected theoretical concepts and approach. In turn, the Practical Chaptershould include a description of the paper’s research plan design, its methodology, the approach to data collection and the methodology of data analysis, the results, and a respective discussion.

Theoretical Chaptershould include a literature review, a description of the theoretical concepts and the approach selected. In turn, its Practical Chapter should include a description of the research plan/design, the methodology used, its data collection and data analysis methodology, the research results and a discussion.

The structure and contents of the main part may be determined as per the selected format.

When deciding on the academic format for the term paper, the Main Chapter should be presented as follows:

*The Methodology Section* presents a breakdown the research methodology utilized. This section usually should begin with a presentation of the research programme. The following must be included:

* a description of the objective and design of the research (key steps and their expected outcomes);
* a description the methodologies used to select data for each step of the research; a description of any relevant limitations;
* a description of research instruments (this also must be included in an attached appendix);
* a description of the key features of the data and source collection processes, as well as their representation;
* a description of the methods and procedures used to analyze data; identification of statistical packages used.

For papers that are based on a confirmation of a given hypothesis, the beginning of the methodological chapter should include a description of the grounds for the hypothesis and how it is theoretically justified.

*Research Section*. This section should provide a general overview of the object of the research, provide a research enquiry into the given problem, along with an analysis of factual data, processed on the basis of a developed methodology, which should be specified in the previous (main) chapter of the paper, and presented as analytical computations. This section should also include calculations of specific indicators, which are used to characterize the result subject, as well as determine cause and effect indicators and recommendations based on the relevant research outcomes.

This section should usually start with a description of the research subject, the reasons and preconditions for its investigation, which have prompted the author to carry out an analysis and engage in activities to enhance further knowledge and understanding thereof.

After a description of the research subject, it should be subject to an in-depth analysis following the developed research plan specified in the previous section of the paper. A direct in-depth analysis shall be concluded with the presentation of conclusions and recommendations for further activities and research.

Furthermore, the research section should provide a description of the facts established in the research process, as well as their various interpretations.

In the closing part of this section, it is important to show that the conclusions are valuable and contribute to the given field of research. In this part, it is necessary to carry out a critical analysis of the results and the field for its use in other research projects.

When selecting a project/research format for the term paper, the following sections should be presented:

*The analytical section* should include a general description of the research subject and an analysis of the given problem, as well as factual data, processed through contemporary methods, which should be described in the Theoretical Section and present in the form of analytical computations. Furthermore, there should be calculations of respective figures, used in order to describe the characteristics of the given subject. The analytical section should also provide verify the validity of any research outcomes that also might be applicable. The depth and validity of the proposed actions should inform the completeness of this section.

This section should begin with a description of the research subject, the reasons and preconditions whereby the author has been compelled to carry out an analysis and engage in activities to improve knowledge thereof. Such preconditions may include the worsened, market, financial, organizational and other position of the research subject, new perspectives for development, initiatives for external and internal projects, new sources of growth, etc.

After describing the research subject, it shall be subject to an in-depth analysis, which should start with the development of the research plan. This plan should include the key stages of the analysis, selection of the instruments to be utilized and factual/statistical data, as per which each stage of the analysis should be carried out.

The in-depth analysis stage should finish with conclusions and recommendations for further endeavours, which may form the basis for development in a third section of the work.

*Project Section* – this section presents a series of activities aimed at finding a solution to the given problem (e.g., developing a strategy for a firm’s development, business plans, strategies for entering new markets, developing programmes to optimize business processes, etc.), as well as a preliminary forecast (based on early calculations) of the results of the applied measures and/or the reasoning behind the expected results (the possible outcome or effect of the proposed activities should be illustrated).

The key requirements of this section include complexity, finality, and specificity of the actual proposed solutions. The chapter should not be limited to general recommendations and/or general areas of development.

All proposals and recommendations should be developed to such an extent, so that they can be applied in a practical manner. It is also important to demonstrate how the proposed measures would be reflected in a firm, company or organization’s performance indicators.

Regardless of the selected format, each chapter of the paper should finish with its conclusions. It is advisable to compose conclusions in separate points.

The total number of conclusions may differ, however, there should be at least 3-5. If there are a large number of conclusions, it is advisable to provide an additional structure to the list of conclusions (i.e., breaking them down by group on a logical basis).

The conclusions should include an assessment of how the results of the research coincide with the goals, objectives and problems specified in the research process.

*Conclusion* – a subsequent logically constructed statement on the results and their correspondence to the overall goal and set objectives, presented and formulated in the introduction. The conclusion should present the key assumptions taken from the research, present practical recommendations, as well as highlight any academic breakthroughs and the practical relevance of the results.

Appendices may include the reporting of companies, schedules, tables, plans, inventories and other materials, which provide additional information and help to illustrate the text of the paper (but they should not be included in the main part of the text). Appendices can help to highlight, visualize and prove the main points of the paper. If a term paper features appendices, they should be connected via references in the text. Furthermore, appendices should be numbered.

1. **Formatting Term Papers**
   1. A term paper should be printed out on standard A4 pages. Margins of all sides of a given page: left margin – 35mm; right – 10mm; upper and lower margins – at least 20mm; number of symbols per page – 2,000. Font – Times New Roman; size – 14; line spacing 1,5. Each new chapter should begin on a new page; this rule is in place for other main parts of the paper (introduction, conclusion, bibliography, appendices, etc.). The pages of a given paper with illustrations and appendices should feature consecutive numbering. The paper’ pages should be numbered with Arabic numbers. The number for each page should be placed at the bottom centre, without any hyphens. The first page is its title page, which should not include a page number.
   2. Rules for Writing Alphabetical Acronyms

The text may (with the exception of generally recognized alphabetic acronyms) include the author’s own personal acronyms, thereby shortening concepts and ideas from a relevant field of knowledge. In this respect, the first mention of such acronyms should be included in brackets after their full version. Further on, the shortened acronym may be used throughout the text.

* 1. Rules for Writing Formulas and Symbols

Formulas must be displayed in separate lines in the centre of a given page, or within a line of text. If featured in a line of text, it is advisable to present a formula in a short form, simple without any separate parts and enumeration. Formulas that are essential and important, as well as long and cumbersome formulas, which contain symbols for aggregation, multiplication, division or integration shall be presented in separate lines. In order to save space for several short simple formulas separate from the main text, an author may include such information in a single line, rather than one following another. The most essential formulas should be numbers, including references in the paper. The numbering order for formulas in a paper should be presented with Arabic digits in parentheses at the right edge of the page.

* 1. Rules for Tables, Diagrams and Pictures

Tables and pictures should be named and numerically ordered. The numeration of tables and pictures should be displayed throughout the entire text of the paper. The consequential number of the table shall be displayed in the right top corner next to its name. Each table should illustrate figures for measuring indicators, or periods of time related to relevant data. If a unit of measure in a table is used in all data tables, it should be stated right after the name of each table. Example of a table, figure, and a picture presented below.

Example of table

Table 1.

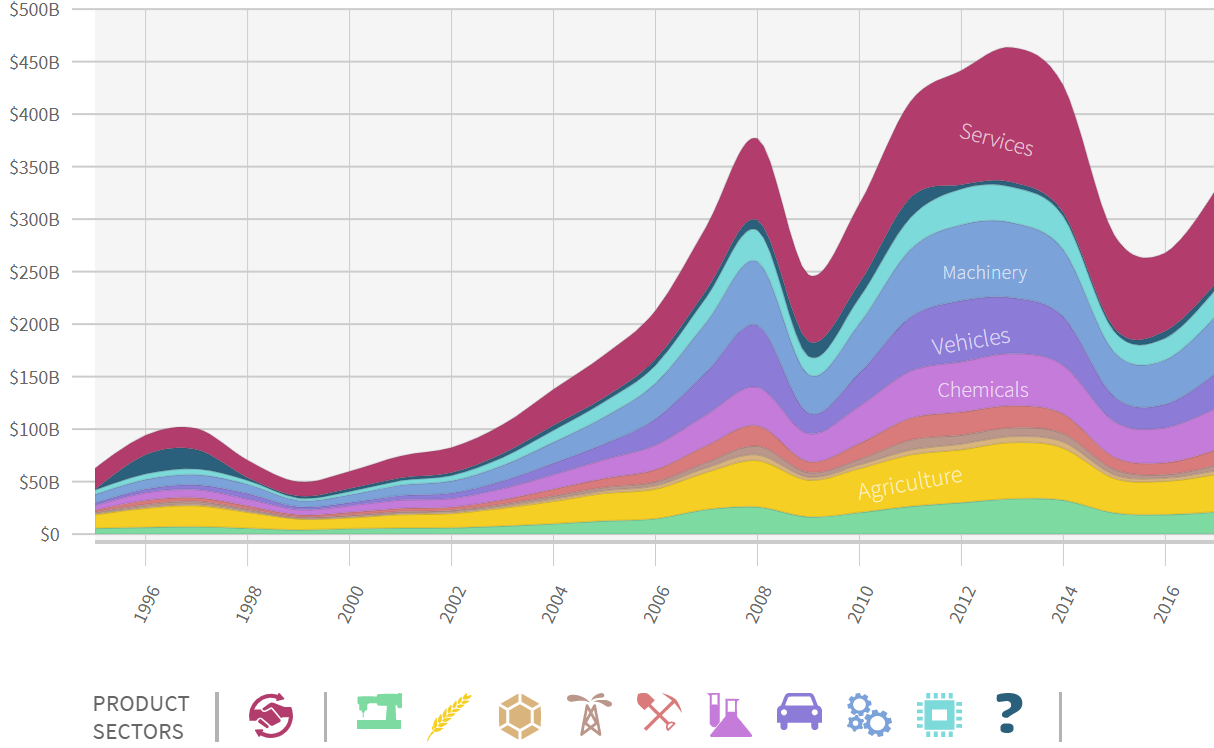
Name of Table

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Example of figure

*Fig.1.* Name of the picture

Example of picture

****

*Pic.1.* Name of the picture

If the work features materials borrowed from literary sources, or citations of various authors, paper writers should include appropriate references, and, at the end of the paper, compile a bibliographic list of the works cited. A paper bibliography should not only include references, but also concise summaries of the works cited in the term paper.

* 1. Rules for Developing a Bibliography

A bibliography should include literary, statistical, and other sources, materials which were used in the composition of the term paper. It should consist of literary sources like monographs and academic literature, periodicals (articles from journals and newspapers), legal and instructional materials, statistical collections and other reporting materials, as well as websites. The procedure for compiling a bibliographical list shall be decided by the student and his/her supervisor.

Materials included in a bibliographic list can be arranged as follows: in alphabetical order, chronological order, by type of publication, as per the contents of the material, or as per the order it appears in the text. If placed in alphabetical order, the last names of authors and/or the title of the work (if the author’s name is not indicated) must be strictly placed in alphabetical order. Different types of alphabets (e.g., Russian and English) should not be mixed in the same list. Foreign language materials should be presented at the end of the list of all materials. The principle of alphabetical categorization in a given list shall be “word by word”; if the first word of the given title is the same, this principle shall be applied to the second word, etc. If an author has several works, this principle is applied to their respective titles. If authors share the same name, this principle shall be applied to such distinguishing characteristics such as: Jr., Sr., father, son, starting with the eldest going to the youngest.

A chronological list (based on the year when a publication was released) is useful when the list is used to reflect the development of an academic/scientific idea. Such lists should be presented as follows: description under a given year of publication – as per the alphabetical position of the authors’ last name and the main titles (if describing under main titles); a description in languages other than that used in the paper in the alphabet used for the name of the given material; a description of books and articles – under its year of publication, but within the context of the same year, usually with books presented first, then articles; a description of books written independently or in co-authorship – in the book list of one author under the same year, starting with independently written works, followed by those made in co-authorship.

A list based on the type of publications can be composed to present thematically similar literature. When composing such a list, authors usually categorize them as follows: official state documents; regulatory/instructive documents; monographs, reference, etc. Their order and composition shall be determined as per the name of the list and contents of the records. A list based on the types of publications is particularly recommended for papers of legal subjects.

A bibliographic list, which has been put together based on the contents of respective sources, shall be applied for works with a modest amount of cited literature. The main groups of works should be presented as follows: beginning with general or benchmark works, followed by sources that are more particular in character.

A bibliographic list, which has been compiled with references to the text, should include information about the sources, which shall be properly numbered point by point. A link connecting the reference and the bibliographic list shall be set, based on the number of the source, or material in the list, wrapped in square brackets.

When compiling a bibliographical list, all key information about a book or material shall be included: the last name and the initials of the author, the title of the book, its publishing location, the name of the publisher and total pages. With respect to articles, which are published in periodicals, the name of the publication, its number and year of release must be indicated, as well as the specific pages in the journal featuring the cited article.

* 1. Rules for Citations of Literary Sources

The creation of bibliographical references (footnote, in-text, and endnotes) can be based on GOST style rules (as per GOST regulation Р 7.0.5-2008 “Bibliographical Reference. General Requirements and Rules for Compilation (in effect since January 1, 2009), or based on the style of rules of the APA (American Psychological Association, 6th edition).

* 1. Rules for Appendices

An appendix is a final auxiliary part of the text, which should provide additional information, which is nevertheless essential for full comprehension of the topic. The contents of an appendix can vary: copies of legal documents; extracts of reporting materials, respective regulations from instructions and rules, etc. In terms of format, it may be presented as text, tables, diagrams, pictures, etc.

An appendix should not include a list of literature cited in the work, informative commentaries or notes, which are not auxiliary to the main text, or parts of supporting reference materials for devices, which are referred to or described in the main text. An appendix shall be composed as a continuation of the contents of the paper on subsequent numbered pages.

Each appendix should start on a fresh new page, with the word “appendix” written in the top right-hand corner, displaying the subject of the section. If a paper has more than one appendix, they should be numbered. The numeration of the pages with appendices should be thorough and continue throughout the entire text. The connection of the main text with its appendices shall be made through links, which can be referred to by the words “refer to…” The designation of a respective appendix in the work’s table of contents shall be made in a separate line with the full name of the given appendix.

1. **Feedback from Supervisors on Term Paper**
   1. The supervisor shall review the term paper and write up feedback (App.2). If the work is approved, the supervisor shall recommend it for defense, verifying the term paper with his/her signature on its title page.
   2. The supervisor should assess the following in his/her feedback on the term paper: the relevance of the selected topic; the depth of the literary review; the completeness of the use of legal and academic materials; the extent to which the student investigated the topic; academic innovation; practical relevance; the discussion points of the paper; the level of the student’s independence in carrying out research and assessing the generated results; the complexity of the methods employed in analyzing the given problem; the positive and negative aspects of the work; an assessment of the work. If the work was a group effort, the supervisor must assess the respective contributions made by each member of the group in his/her feedback.

**Appendix 7**

*Sample of a Title Page of a Term Paper*

**Government of the Russian Federation**

**National Research University Higher School of Economics**

**Faculty of Management**

FULL NAME of author[[3]](#footnote-3)

**NAME OF TERM PAPER**

Term Paper

in the field of “Management” 38.04.02

“Global Business” Master’s programme

|  |  |
| --- | --- |
|  | Academic Supervisor  Doctor of …. Sciences, Professor  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Full Name  Adviser  Doctor of …. Sciences, Professor  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Full Name |

Nizhny Novgorod, 20\_\_

**Appendix 8**

*Sample of Feedback from a Supervisor on a Term Paper*

**National Research University Higher School of Economics**

**Faculty of Management**

**Feedback from Academic Supervisor on a Term Paper**

Students (full name):

1 year of study of “Global Business” Master’s programme Faculty of Management

On the topic: “\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_”

|  |  |  |
| --- | --- | --- |
| №# | **Assessment criteria** | **Supervisor’s grade**  **(on a 10-point scale)** |
|  | Correlation of contents of term paper to approved topic |  |
|  | Completion of set goals and objectives |  |
|  | Originality and innovation of work |  |
|  | Independent quality of work on term paper; ability to meet deadlines |  |
|  | General characteristics of the work *(coherence and logical structure of materials; structure; style, including student’s ability to use special terminology; ability to conform to formatting requirements)* |  |
|  | Evaluate the contribution and work of each group member  participant 1 full name  participant 2 full name |  |
|  | **Final grade** |  |

Comments:

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

Academic supervisor

degree, title,

faculty/department

(place of work)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_/Signature/\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Full Name. Date:\_\_\_\_\_\_\_\_\_\_\_

1. In accordance with the internship programme. [↑](#footnote-ref-1)
2. In accordance with the internship programme. [↑](#footnote-ref-2)
3. If the paper is group work, please indicate ALL authors [↑](#footnote-ref-3)