Government of the Russian Federation

Nizhny Novgorod Campus of
National Research University Higher School of Economics

Faculty of Management

Rules for Writing and Defending Term Papers and Theses (Master's Theses) for the "Global Business" Programme in the "Management" field 38.04.02
Qualification: Master's

Approved by:
Academic Supervisor of the "Global Business" Programme
E.V. Krekhovets _____
(*signature*)
"___"_____2020

Nizhny Novgorod, 2020

E.V. Zinchak, E.V. Krekhovets. Rules for Writing and Defending Term Papers and Master's Theses in the "Management" field for the "Global Business" Master's programme/ - Nizhny Novgorod: HSE Nizhny Novgorod, 2020, - 65 p.

These rules present general requirements for writing, formatting and defending term papers and Master's theses in the field of "Management" 38.04.02 under the "Global Business" Master's programme.

Contents

1.   Definitions and Abbreviations

Academic Supervisor of the Educational Programme – an HSE staff member appointed, as per a directive from the Rector, from the University's academic/teaching staff, who shall be responsible for devising, implementing and ensuring the execution of the relevant educational programme;

Department – a subdivision/unit of an HSE Faculty or other subdivision, engaged in the implementation of Bachelor's, Master's, and Specialist degree programmes, which also employs teachers;

Educational programme– a combination of educational processes (volume, contents, expected outcomes), organization/teaching conditions and evaluation forms, which are all part of a given academic plan, syllabi, working programmes and other components, as well as assessment and methodological materials;

HSE ES – higher education standards, as established by HSE;

Students – persons studying under Bachelor's, Master's, and Specialist programmes;

The University, HSE – National Research University Higher School of Economics;

Study Office – a unit facilitating study processes under a given educational programme or a programme's supervisor, who is responsible for students' studies under the programme (i.e., the office that supports the study process for the Master's programme in "Global Business" at HSE Nizhny Novgorod);

Faculty – HSE subdivision engaged in the implementation of Bachelor's, Master's and Specialist programmes;

LMS (Learning Management System) – an e-support system for educational processes at HSE.

2.   Introduction

These rules have been developed based on the education legislation of the Russian Federation, educational standard of National Research University Higher School of Economics for the field of "Management" 38.04.02 for the Master's programme, Regulations on Term Papers and Theses of Students Studying under Bachelor's, Specialist, and Master's Programmes at National Research University Higher School of Economics (Minutes No. 08, dated November 28, 2014), Regulations on State Final Certificationof Students of Institutions of Higher Learning, approved by the federal executive body charged with developing state policy and regulations in regards to education, as well as the Concept for the Master's Programme approved by the Minutes of the Academic Council No. 31, dated December 23, 2011, thereby establishing the procedures for developing, formatting and defending term papers and Master's theses for the Master's programme in "Global Business" 38.04.02 offered by HSE Nizhny Novgorod's Faculty of Management.

3.   General Provisions

3.1.   The preparation and defense of a Master's thesis (hereinafter, a "thesis") is an integral component of State Final Certification of students from the University in line with the HSE ES.

3.2.   A Master's thesis is the final research project of an HSE student, on the basis of which the State Examination Board shall decide on awarding a degree in the given field of study and issuing a degree of state-recognized higher education as per the terms for the thesis defense.

3.3.   A Master's thesis may be completed by a student either individually or as part of a group (no more than 2 (two) persons) and shall be presented as an independent and logically completed work, which is focused on settling the objectives of a certain type (types) of activity, for which the Student is being trained. The Concept of the Master's Programme may foresee Master's theses in the following formats: academic or project/research (including an integrated business plan):

a)   *Academic format* - this is research conducted in order to uncover new information or knowledge about the structure, characteristics and principles of a subject of interest (i.e., phenomenon). This is a traditional research format for Master's theses, which should include independent research and a report on its results in the form of a thesis prepared in line with academic writing standards and the University's internal bylaws. This type of thesis must solve a given problem based on independent research (this may be done using already developed standard methodologies). At the same time, the student must demonstrate his/her ability to select an applicable standard methodology, adapt them to the research objectives or develop their own organizational approach, as well as demonstrate their skills in processing data and producing a fairly in-depth academic interpretation of the given results.

A secondary data analysis may be applied but only if the student has access to databases compiled by other researchers. In addition to the theoretical and research components, a student thesis in the academic format may include a project component, the quality of which should enhance the overall evaluation result of the thesis. However, project proposals

must be drawn from the results and conclusions of the research component, primarily, diagnostics of the nature and problems related to the given research subject.

b)   *Research project format* – This concerns the development (either on an individual basis or as part of a group) of an applicable problem, resulting in the creation of a certain product (project solution). A thesis should be comprised of a review of a relevant problem/issue within the framework of the given project and a report on the implementation of the project and its results. In addition to the research component, a thesis of this type should feature a project component, which should be performed in an independent manner, feature well-stated, detailed grounds for respective project solutions, the steps and methods for implementing the project, and, if possible, the results of the project's implementation. A thesis that is considered excellent should have an in-depth, multifaceted basis for the project solutions presented therein, based on an analysis of the actual situation in a given organization and its external environment, as well as an analysis of the organization's situation and developmental problems based on a broad volume of empirical research***.

3.4. When composing and defending a thesis, a student should demonstrate his/her abilities and knowledge, relying on one's in-depth and professional competencies. He/she should independently find an up-to-date, relevant solution to a given professional task, as well as expertly state special information, and provide an academic argument and defend his/her position.

3.5. The composition of a term paper is an obligatory early stage of a thesis' development. The results of the term paper shall be approved and defended upon the conclusion of the first year of a student's Master's studies. A term paper's materials may be included in a thesis, presented as respective chapters and paragraphs.

3.6. A term paper/Master's thesis shall be written in a foreign language (i.e., English). The requirements for writing and formatting a term paper/Master's thesis in a foreign language (English) are the same as for a term paper/Master's thesis in Russian.

3.7. The requirements as to the composition and format of a term paper/Master's thesis, written by a group, should conform to the regular requirements on the writing and format of term papers/theses, if not otherwise stated in these rules.

4.

Goal and Objectives of Completing Term Papers and Master's Theses

4.1.   The goal of completing terms papers and Master's theses 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.

4.2. The main objectives with respect to the completion and defence of term papers and theses 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;

*** Empirical information used should be present if the supervisor deems this necessary

- 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.

4.3. Term papers/theses are 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.

4.4. Through writing a term paper, a student should be able to demonstrate the following competencies:

Universal competencies:

UC-4 - ability to enhance one's intellectual and cultural level, as well as set a career development trajectory;

UC-5 - ability to undertake managerial decisions and bear responsibility for outcomes;

UC-8 - ability to carry out professional activities (e.g., academic/research) in an international setting.

General Professional and Professional competencies:

GPC-2 - ability to understand social and intercultural differences in order to solve problems in professional and social spheres;

GPC-3 - ability to identify and relay general objectives in one's professional and social activities;

GPC-4 - ability to make conscious choices in regards to interpersonal strategies;

GPC-6 - ability to carry out professional and business activities, as well as make proper choices, guided by principles of social responsibility;

GPC-7 - ability to develop new products, generate new ideas;

GPC -8 - ability to create and properly describe technological requirements and rules for professional activities, as well as monitor their execution effectively;

PC-5 - ability to present the outcomes of research in reports, works, and papers;

PC-10 - ability to deal with the challenge of organization of business processes and networks in organizations;

PC-11 - ability to solve business administration tasks in regards to operations on global markets with a proper understanding of relevant globalization processes;

PC-3 - ability to select instruments and the latest tools and information technologies in order to process data in accordance with the research objective in the field of management.

4.5. By writing a Master's thesis, a student should be able to demonstrate the following competencies:

Universal competencies:

UC-4 - ability to enhance one's intellectual and cultural level, as well as set a career development trajectory;

UC-5 - ability to undertake managerial decisions and bear responsibility for outcomes;

UC-8 - ability to carry out professional activities (e.g., research in a global setting).

General Professional and Professional competencies:

GPC-2 - ability to understand social and intercultural differences in order to solve problems in professional and social spheres;

GPC-3 - ability to identify and relay general objectives in one's professional and social activities;

GPC-4 - ability to make conscious choices in regards to interpersonal strategies;

GPC-6 - ability to carry out professional and business activities, as well as make proper choices, guided by principles of social responsibility;

GPC-7 - ability to develop new products, generate new ideas;

GPC -8 - ability to create and properly describe technological requirements and rules for professional activities, as well as monitor their execution effectively;

PC-5 - ability to present the outcomes of research in reports, works, and papers;

PC-10 - ability to deal with the challenge of organization of business processes and networks in organizations;

PC-11 - ability to solve business administration tasks in regards to operations on global markets with a proper understanding of relevant globalization processes;

PC-3 - ability to select instruments and the latest tools and information technologies in order to process data in accordance with the research objective in the field of management;

PC-18 - ability to develop consulting projects for management issues and oversee them effectively;

PC-15 - ability to use modern managerial technologies and develop new management technologies to enhance the effectiveness of a company's performance.

5. Procedure for Writing and Defending Term Papers and Master's Theses

5.1. Procedure for Developing and Establishing Topics for Term Papers and Master's Theses

5.1.1. 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.

5.1.2.   A student shall select a term paper topic in their first year of study, and the Master's thesis topic in the second year as per his/her educational programme.

5.1.3.   Prior to October 10 of the current academic year, HSE departments and other academic subdivisions shall confirm the preliminary topics for term papers and Master's theses, as well as a list of supervisors. This list shall be presented to the Study Office of the educational programme (Appendix 1).

5.1.4.   It is possible for potential employers to propose term paper and Master's topics.

5.1.5.   A list of preliminary topics for term and Master's papers, approved by the academic supervisor and academic council of the programme, shall be published by the Study Office no later than October 15 of the current academic year on the programme's website.

5.1.6.   No later than November 20, he/she 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/Master's topic (see Appendices 2 and 3). With the approval of the academic supervisor, it is then possible to confirm the topic proposed by the Student.

5.1.7. After a student finishes the selection of the term paper or Master's thesis, the academic supervisory of the programme shall, within no more than five days, decide on approving the topic, as well as the supervisor of term paper for the student.

5.1.8. A directive on the approval of a term paper and Master's thesis topic and the deadlines for presenting a final version must be issued no later than December 15 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.

5.1.9. Any changes, including clarifications to the subject of a term paper/Master's thesis, may be made no later than one calendar day 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/Master's thesis shall be made official as per the directive of the relevant branch.

5.1.10.   Students who have not selected a term paper/Master's thesis 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.

5.2.   Stages of Term Paper's Composition

5.2.1.   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).

5.2.2. 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 the relevant directive (see p. 5.1.8.). Appendix 15 presents a sample of a Term Paper Title Page.

5.2.3. 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 supervisor's feedback, with due consideration of the public defense.

5.2.4. 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).

5.2.5. 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.

5.2.6. The stages and timeframes for composing a term paper are presented in Table 1.

Table 1

Steps and Timeframe for Composing a Term Paper

No. п/п	Stages of a Term Paper's Composition	Timeframe
1.	Open publication on the educational programme's website of information for studies about possible topics, term paper supervisors	No later than October 15 of the academic year
2.	Student present initial topic for their paper	No later than November 5 of the academic year
3.	Approval of the topic and supervisor	No later than November 15 of the academic year

4.	Changes/clarifications made to the paper's topic	No later than one calendar month prior to the date stated in the directive for presenting the final version of the paper to the Study Office
5.	Writing up an application to approve the paper's topic	No later than November 20 of the academic year
6.	Uploading of term paper to LMS for further plagiarism check in the Antiplagiat system	No later than 2 weeks before the thesis defence
7.	Submission of the final version of the term paper in hard copy to the programme's Study Office	Date shall be set in the directive (see p. 5.1.8 of these Rules).
8.	Publication of term paper defense (if necessary, remotely)	Deadline established in the academic plan

5.3.   *Stages for preparing a Master's thesis*

5.3.1. **Writing a draft of a Master's thesis.** At this stage, the student should develop a working hypothesis/concept for their paper, identify a key problem, for which the thesis should propose a solution, as well as propose a structure for the paper.

The student may write up a draft of the thesis during the course of a research seminar and/or individual consultations with his/her supervisors. A list of the key stages and deadlines for the composition of the Master's thesis is provided in Table 2.

A draft of the Master's thesis shall be evaluated by the thesis supervisor on an "approved/not approved" basis; his/her assessment shall be recorded in the teacher's work bulletin and/or a special LMS module. The student may revise the draft of the thesis, if it has not received the approval of the supervisor and resubmitted for evaluation (the actual dates for secondary submissions and assessment must be agreed upon with the supervisor, but no later than December 25 of the current academic year). If the thesis draft still has not received approval by the established deadline, the supervisor shall inform the Study Office of the programme of the student's field of studies.

5.3.2.   **Presentation of the first draft of the Master's thesis.** The text of the first draft of the Master's thesis shall be presented to the supervisor for comments; if necessary, the student shall make changes to the text. The first version of the Master's thesis shall be submitted according to the deadline specified in its development schedule (Table 2). If the first version of the thesis text has not been submitted, the supervisor shall inform the programme's Study Office about this.

5.3.3.   **The Master's thesis can be revised and a final version is written**. At this stage, if necessary, the student shall make corrections to the thesis. Upon completing this, he/she shall present the final version of the Master's thesis with an annotation to his/her supervisor for feedback no later than three weeks prior to the proposed defense date. The supervisor must submit his/her feedback on the Master's thesis to the programme's Study Office within one calendar week after receiving the final version of the paper (a sample of a feedback form to be filled in by the supervisor is presented in Appendix 11).

5.3.4. **The Master's thesis shall be uploaded to the Antiplagiat system.** Without fail, the student shall upload a version of the Master's thesis in an unscanned electronic format to a special module for term papers and the thesis section of LMS, after which, the paper shall be automatically submitted by these modules to the Antiplagiat system.

The share of original text in a Master's thesis should come to at least 80%. If any instance of plagiarism in the document of the is uncovered, 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). Furthermore, the inclusion of the previous term paper's content in the final version of Master's thesis shall not exceed 50% of the text.

5.3.5. **Presentation of the final version of the Master's thesis to the Study Office.** The student shall submit the final version of the Master's thesis to the programme's Study Office in hard copy (total copies – 1) with annotation, along with the supervisor's feedback, and a certificate/registration form from the Antiplagiat system by the deadline set in the relevant directive (see p. 5.1.8). A sample of the thesis' front page is presented in Appendix 6.

5.3.6. **Review of a Master's Thesis**

A reviewer shall be selected from HSE's teaching and/or research staff. They can also be representatives of another institution of higher education, or employees of other organizations in a relevant professional sphere related to the topic of the thesis.

A directive presented for appointing a reviewer shall be signed by the department's director and presented to the programme's academic supervisor no later than one month before the Master's thesis' defense date. Such a directive should include the student's full name, the thesis topic, and information about the reviewer (full name, degrees, academic title, place of work and position).

The reviewer must carry out an expert analysis of the key ideas in the Master's thesis under review, the student's ability to apply research/project methodology, the feasibility of the conclusions and recommendations/academic validity of the means used to generate the given results, the solutions presented, their innovative quality and practicality. The reviewer may assess the competencies of the thesis' author as per the HSE ES. A sample of a reviewer's feedback form is presented in Appendix 12. The reviewer's feedback may also be scanned.

A review of a Master's thesis should be brought to the attention of the student by the Study Office no later than three calendar days prior to the thesis' defense, so that he/she can prepare responses to any comments in due time.

5.3.7. **The defense of a Master's Thesis** (procedure for conducting a defense) is governed by the Regulations on Term Papers and Master's Theses for Bachelor's, Specialist and Master's Students of HSE. As per the academic supervisor's decision, a preliminary defence of a Master's thesis may be held at the relevant department/faculty.

Table 2

Stages and Timeframes for the Composition of a Master's Thesis

No. п/п	Steps for Composition of a Master's Thesis	Timeframes
1.	Open publication of proposed topics and supervisors for Master's theses on the educational programme's website for	No later than October 15 of the current academic

	students	year
2.	Students present initial thesis ideas	No later than November 5 of the current academic year
3.	Approval of topic and supervisor of Master's thesis	No later than November 15 of the current academic year
4.	Writing an application to approve a thesis topic	No later than November 20 of the current academic year
5.	Uploading the Master's thesis to Antiplagiat system (via a special LMS module)	No later than 2 weeks prior to the proposed defense date
6.	Presentation of the final and formatted version of the Master's Thesis to the Study Office with the approval of the supervisor, along with reviews and a certificate of an antiplagiarism check	No later than the deadline set in the relevant directive (see p. 5.1.8)
7.	Presentation of the Master's thesis in hard and electronic copies including feedback from the supervisor, reviews, an LMS report, and a certificate (if necessary) by the secretary of the state examination board	No later than 2 calendar days prior to the defense
8.	Defense of the Master's thesis	Deadlines shall be determined as per the academic plan and schedule.

6.   Overseeing Term Papers and Master's Theses
6.1.   Supervising a term paper
6.1.1.   The development and composition of a term paper shall be overseen by the supervisor, appointed as per a directive from the department's director.

6.1.2.   The supervisor shall oversee the term paper's development, including:

1)   consult the student on identifying a final topic of the paper, its plan, a schedule for its development, selection of literature and source materials;

2)   assist the student in selecting a research methodology, as well as methods/approaches for implementing the project;

3)   providing full oversight of the paper's development as per its established plan and schedule;

4)   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;

5)   provide the student with expert recommendations as to the paper's contents;

6)   assess the quality of the paper's composition as per its established requirements (e.g., feedback);

7)   write feedback on the paper with an assessment; feedback may be presented in the recommended format (see Appendix 11).

6.1.3. A paper's supervisor retains the right to:

1)   select a comfortable format for both him/her and the student to work together, including agreeing on a schedule for the thesis' composition and for face-to-meetings (as well as other types of communications);

14

2) 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;

3) request that the student follow recommendations in detail and be prepared for meetings with the supervisor;

4) when drawing up assessments, pay particular attention to the student's ability to follow the schedule for the paper's development and composition.

6.1.4. If the thesis 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).

6.1.5. 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 thesis topic. Consulting activities shall include: providing assistance to the student in selecting a research methodology, selecting literature and source materials; recommendations on the thesis' contents.

6.1.6. The appointment of a co-supervisor or adviser shall be made as per the proposal of the programme's academic supervisor (after a thesis 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.

6.1.7. A replacement of a supervisor, appointment of a co-supervisor or adviser for the thesis 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 thesis, as per the established academic plan.

6.2. Overseeing a Master's Thesis

6.2.1. A supervisor shall directly oversee the development of a student's Master's thesis. He/she shall be appointed as per the directive of the relevant subdivision's director.

6.2.2. A Master's thesis supervisor is usually an HSE staff member with an academic degree (Doctor of Sciences, PhD, or Candidate of Sciences), as well as practical experience in the given sector/subject for at least three years, including working at HSE under terms of secondary employment.

6.2.3. Master's thesis supervisors may be staff members of an outside organization with practical experience in the relevant field (at least three years), or experience in an supervisor role, and/or possessing an academic degree indicating his/her professional competency in the given field or sector covered by the thesis, as long as the bulk of the thesis' composition is carried out at the supervisor's place of work.

6.2.4. For students who have supervisors who are not HSE staff members, curators from HSE's staff shall be appointed who are engaged in the implementation of the educational programme. They shall oversee the composition of the thesis and check the student's adherence to the requirements for its contents and development.

6.2.5. In order to provide consultations, advisers of Master's theses from HSE staff members or employees of outside organizations can be appointed, whose professional fields and/or academic interests are related with the given thesis topic. Advisers may hold a consultative vote in the development of a thesis, and are obliged to provide consulting support to the student.

6.2.6. For work, which combines fields of study, up to two advisers may be brought in to assist.

6.2.7. A adviser shall:

− consult the student in his/her selection of a research/project methodology, as well as in selecting literature and source materials;

− provide the student with recommendations on the Master's thesis' contents;

6.2.8. A decision on the need to appoint a adviser(s) shall be made by the academic supervisor of the programme (upon the recommendation of the thesis supervisor and with the approval of the head of the faculty).

6.2.9. The replacement of a supervisor, appointment of advisers and curators of a thesis, shall be approved as per a directive of the subdivision's director that shall be presented to the Study Office's academic supervisor.

6.2.10. The supervisor and/or curator of a thesis shall oversee its composition and quality for its subsequent defense, in conjunction with the programme's Study Office, with respect to the student's adherence to the deadlines for submitting necessary documentation and fulfilling the steps of the thesis' development on time.

6.2.11. A thesis' supervisor may be replaced no later than two months prior to the thesis' scheduled defense.

6.2.12. A supervisor shall oversee the composition of a thesis, including the following:

1) Consult the student in deciding on a final thesis topic, preparing a timeframe for the thesis' completion, including its draft, initial version, as well as selecting literature and source materials;

2) assist the student in selecting a research/project methodology; work with the student to determine the steps for the thesis' development;

3) provide in-depth oversight of the process and quality of the thesis' development as per its established plan and schedule;

4) inform the programme's Study Office if the student fails to follow the thesis' preparation schedule;

5) provide the student with recommendations on the thesis' contents;

6) provide assessments of the quality of the thesis' composition in terms of its established requirements (e.g., providing feedback);

7) approve the information/data included in the thesis, prepared by the student to be posted on HSE's corporate portal (website) and/or other electronic resources.

6.2.13. The supervisor has the right to:

1) select an appropriate and comfortable format for both him/her and the student to organize joint working processes, including a regular schedule of meetings and/or other forms of contact;

2) based on the results of such meetings, request that the student prepare and approve a short resume of the recommendations and comments on the further stages of the thesis' development;

3) request that the student pay particular attention to the recommendations provided and be properly prepared for meetings;

4) when assessing the thesis work, check whether the student has met the deadlines for submitting draft and final versions of the thesis, as well as met the agreed upon deadlines for related works;

5) attend state examination board meetings for the defense of the thesis.

6.2.14. If the supervisor is not an HSE employee, a thesis curator, selected from the University's academic staff, shall be obliged to:

- work with the supervisor to oversee the composition of the thesis and the student's adherence to its plan and schedule;

- inform the Study Office of the programme under which the student is studying about his/her failure to meet the thesis' deadlines as per schedule.

7. Content and Text of Term Papers and Master's Theses

7.1. 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. Appendix 4 provides a form for methodological approach to a term paper and Master's thesis research, which should be filled in by the student prior to approving the thesis plan with the supervisor. When developing the thesis plan, the student must determine the content of respective chapters of the thesis, 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 thesis plan should follow the logical progression of the research process in regards to the given topic. Furthermore, the thesis' topic, related chapters and paragraphs should be subordinated to each other in a logical form.

7.2. The working plan of a term paper/Master's thesis 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 thesis 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 thesis supervisor. A final version of the term paper/thesis plan should be approved by the supervisor and provide an outline of the work's contents.

7.3. 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 or Master's thesis may include textbooks, monographs, periodicals, legal and regulatory acts, collections of academic articles, conference materials, foreign sources, materials found online, etc.

7.4. 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/thesis; 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/thesis topic), as their overabundance may reflect the weakness of the author's own position.

7.5.   *Collection of factual materials* - This is one of the key steps when writing thesis 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 thesis. 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.

7.6.   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.

7.7.   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/thesis.

8.   Requirements on the Contents and Size of Term Papers and Master's Theses

8.1.   A term paper serves as a separate student activity, a form of student's research, project work. Master's thesis is an obligatory element of the educational programme, a form of student's research, project work; master's thesis defense is an integral part of State Examination Certification. The content of chapters and paragraphs should correspond to their given titles.

8.2.   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%.

8.3.   The recommended size for a Master's thesis, if written individually, should come to 45-80 pages of printed text without appendices. At least 50 English sources should be included in the thesis' bibliography, out which, academic, popular research, media articles and Internet articles should come to no more than 30%. The inclusion of the previous term paper's content in the final version of Master's thesis shall not exceed 50% of the text.

8.4.   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%.

8.5. The recommended size of a Master's thesis, written by a group, should come to 40-60 pages of printed text without appendices per group member. At least 50 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%.

8.6. The principal parts of a term paper/ Master's thesis shall include: a title page, a table of contents, an introduction, main body, conclusion, bibliography, appendices.

8.7. 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 thesis' 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 thesis introduction.

Furthermore, it should specify how the Master's thesis presents innovation, theoretical and/or practical relevant with respect to the research results, as per the evaluation of the research outcomes (if available).

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. An introduction should come to 1-2 pages for a term paper, and 3-4 pages for Master's thesis.

8.8. The *main part* of a term paper/Master's thesis is usually divided into chapter or sections, which, in turn, are further broken down into paragraphs. It should usually have 2-3 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[1], which should include a literature review, a description of the selected theoretical concepts and approach. In turn, the Practical Chapter1 should 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.

In a Master's thesis, the Theoretical Chapter1 should 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 of the thesis may be determined as per the selected format.

When deciding on the academic format for the thesis, 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 thesis, 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 di-

---

[1] The name of this part should depend of the topic of the thesis

rect 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. The main questions to be considered include:

  − What are the main effects and evidence identified in the course of the research?

  − What options for interpreting these results would be the most important to consider?

  − With the works of which authors do the results coincide, and which contract the results?

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.

  − What is the author's view of the generated results/conclusions

  − Where does the author see the value of the conclusions? What would be their main contribution be (e.g., in the development of new knowledge, in practical activities, etc.)

  − How does the author view the further development of this particular area 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.

In general, the recommended structure for the thesis' academic format should appear as follows (Table 1):

Table 3

Recommended Structure of a research term paper / Master Thesis in an Academic Format

Component	Share of Content, %
Introduction	5 - 10
Theoretical justification	20 - 25
Presentation of research problem	20 - 25
Research methodology	15 - 25
Description of results	20 - 25
Conclusion	5 - 10

When selecting a project/research format for the thesis, 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.

In general, the recommended structure for project/research format should look as follows (Table 4):

Table 4

Recommended Structure for a Master's Thesis

Component	Share of Content, %
Introduction	5
Theoretical justification	30
Situational analysis	33
Recommendations	25
Conclusion	7

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

Conclusions – new assertions, as well as deductions formed based on an analysis of theoretical and/or empirical material.

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 co-incide 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 thesis (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 thesis. If a thesis features appendices, they should be connected via references in the text. Furthermore, appendices should be numbered. Appendix 5 represents the methodology of applied research.

9. Formatting Term Papers and Master's Theses

9.1. A term paper/master's thesis 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 thesis (introduction, conclusion, bibliography, appendices, etc.). The pages of a given thesis with illustrations and appendices should feature consecutive numbering. The thesis' 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 of the thesis is its title page, which should not include a page number.

9.2. The title page and table of contents should follow the set formats (see Appendices 7, 8 and 16).

9.3. The hard copy of the thesis should be bound.

9.4. Rules for Writing Alphabetical Acronyms

The text of the thesis 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.

9.5. 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 for a thesis, 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 thesis should be presented with Arabic digits in parentheses at the right edge of the page.

9.6. Rules for Tables, Diagrams and Pictures

Tables and pictures should be named and numerically ordered (e.g., Table 1, pic. 3). The numeration of tables and pictures should be displayed throughout the entire text of the thesis. 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:

Table 5

Regional Venture Funds

No.	Name of fund	Management Company	Size of fund, RUB	Year of founding
1	Venture Fund of the City of Moscow	Alliance ROSNO Asset Management	800	2006
2	Venture Fund of the Voronezh Region	Savings and Investment	280	2009
3	Venture Fund of the Volgograd Region	NIKOR Capital Partners	280	2009

A picture's number and name shall be presented under the picture. When setting up diagrams, corresponding figures should be placed along the axis of reference. Reference letters shall be put at the end of the axis behind arrows. If necessary, explanatory notes may be placed along the axis as well.

Example of a Diagram:
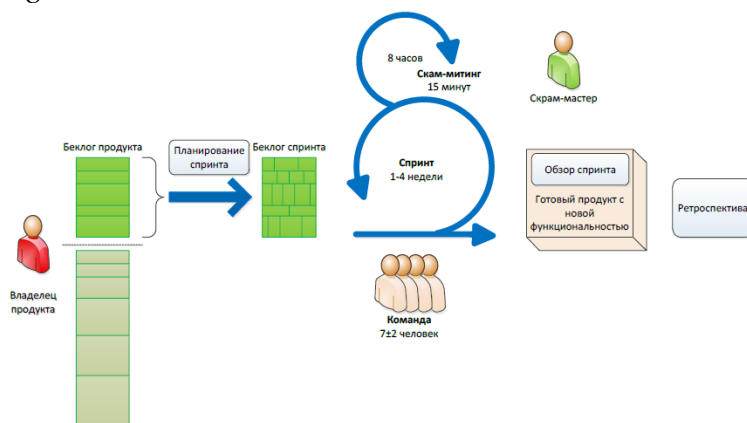
Figure 1. – Principles of the Scrum Project

"START": organization programme principles

R&D Results

R&D project	Business plan	New product

MIP:

R&D project to reduce risks related to extra-budgetary invest.

Up to 1 mln RUB

Aid Fund

MIP

Attracting extra-budgetary investment or commencement of production launch

Up to 2 mln RUB on a parity ba-

Investor

Aid Fund

MIP

Achieving business pan

Up to 3 mln RUB

Investor

Aid Fund

Year 2 – seed stage

Year 2

Year 3
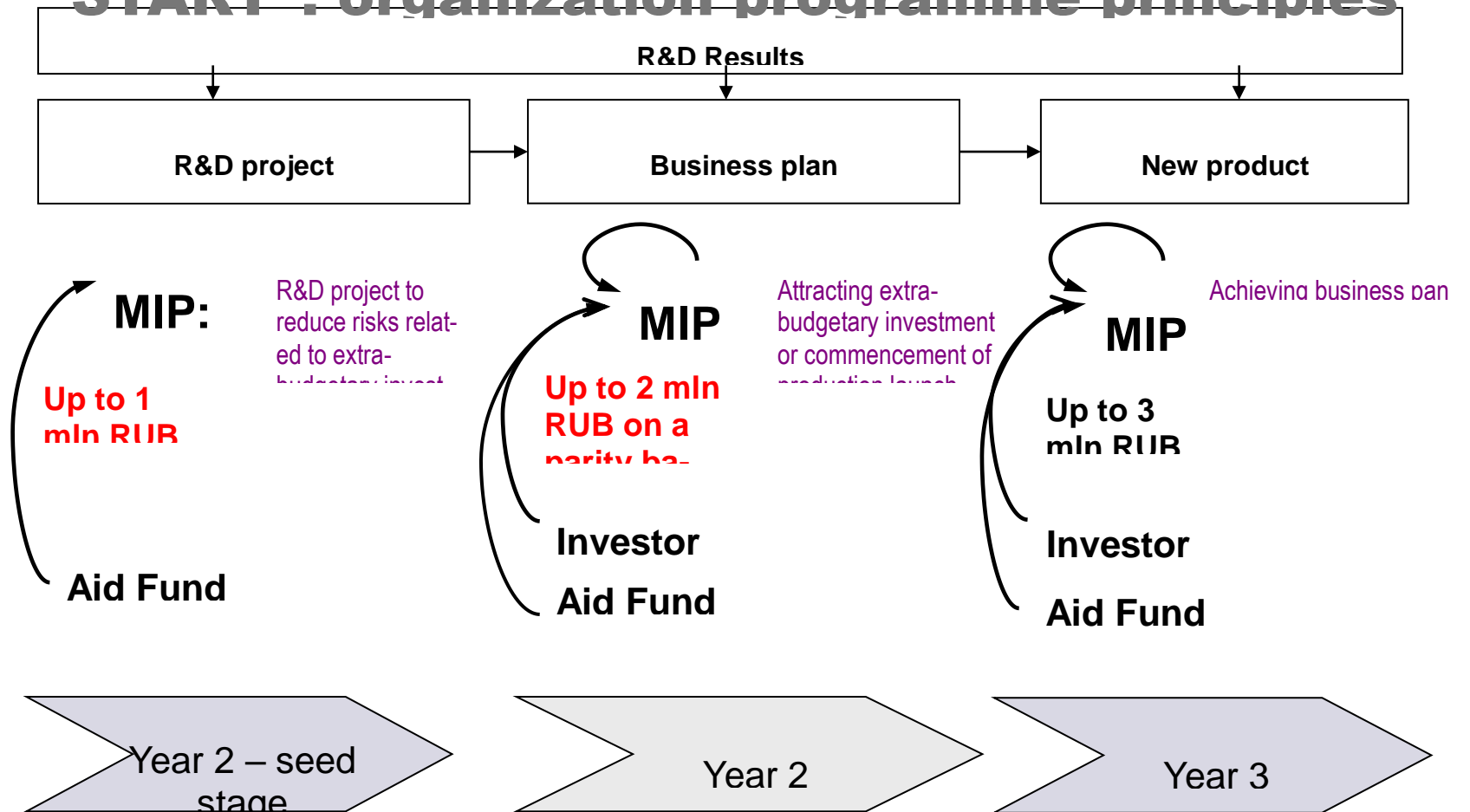
Diagram 7. - Working principles of START programme (Fund to support development of small enterprises in the scientific/technical sphere)

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

9.7. *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 or Master's thesis. 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 thesis 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. In Appendix 8, the 11 key rules and examples for creating bibliographical lists are presented, with referred sources and literature, as well as examples of how a literary list is compiled.

9.8.   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 P 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). Appendix 9 presents the main rules and examples for creating bibliographical references.

9.9.   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 thesis 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 thesis 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.

10.   Feedback from Supervisors and Reviewers on Master's Thesis

10.1.   Students are obliged to present a bound version of their Master's thesis, prepared as per established rules and signed by the student on the title page, to his/her supervisor no less than three weeks prior to the thesis' defense.

10.2.   The supervisor shall review the thesis and write up feedback within seven calendar days after receiving the final version from the student. If the work is approved, the supervisor shall recommend it for defense, verifying the thesis with his/her signature on its title page.

10.3.   The supervisor should assess the following in his/her feedback on the thesis: 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 thesis; 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. A sample of a feedback form to be filled in by a supervisor is presented in Appendix 11.

10.4. No later than 14 calendar days prior to the defense, a bound version of the thesis signed by the student and the supervisor, along with a copy on an electronic device and a hard copy of the supervisor's feedback shall be submitted to the programme's Study Office. This version of the thesis is the final one and cannot be subject to revisions or any changes.

10.5. The thesis shall be allowed for defense after it receives a feedback from the supervisor and/or reviewer.

10.6. Reviewers are advised to utilize the sole format for reviews as presented in Appendix 12. 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 his/her approach to research (i.e., does the author have their own point of view?), his/her ability to rely on contemporary methods for collecting and processing data, the effectiveness of the conclusions and recommendations, the reliability of the generated results, their innovative character and practical relevance. In addition to a review of the given work's positive attributes, its weak sides may be described. In his/her conclusion, the reviewer shall characterize the quality of the Master's thesis and give it his/her own assessment.

10.7. The total feedback and size of a review should be between 1 and 3 printed pages.

10.8. The thesis, along with written feedback of the supervisor and reviewer(s) should be presented to the responsible secretary of the state examination board no later than 2 calendar days before the scheduled defense.

11.   Defending a Master's Thesis

11.1. The final stage to be completed by a student in the development of a Master's thesis is its defense, which shall be carried out on the basis of a directive on final state certification.

11.2. Any negative feedback from a supervisor and/or a review shall not present any barriers to presenting the thesis for defense.

11.3. The defense process shall commence with a report from the student on the thesis topic. The recommended time for defending an individual work comes to 20 minutes; for group work – 20-30 minutes. A presentation should start with a description of the topic's relevance and importance, a description of the academic or real-life problem associated thereto, and how the thesis objectives are structured. Then, following the order of the thesis' chapters, the student must describe the key contents of his/her work, paying particular attention to the most interesting issues and the practical results generated. The final part of the report should list the thesis' general conclusions, proposals (recommendations), developed by the author(s) as a result of their research efforts. It should also highlight the thesis' innovative character and applicability. The oral presentation of the Student, when making a report, shall be done in open format. He/she should not simply read off a prepared text of the

report. If the thesis is a group project, the participants shall make the report proportionally to the number of the members of the group.

11.4. Computer programs may be used in the presentation of the paper, with the presentation of slides, prepared by using, for instance, MS PowerPoint, on the screen. When preparing presentations, students are strongly recommended to decide on the presentation and size of the text (e.g., schedules, tables), used on slides, so that the members of the board can easily understand the contents. At the same time, separate tables, which, owing to their large size, cannot be placed on one slide, can be presented in a handout provided to the board members. Furthermore, handout materials may include respective interim conclusions and research results, which the student might not have sufficient time to discuss in the framework of his/her report, but would nevertheless like to present to the board members.

11.5. After the completion of the report, the board members shall pose questions to the student directly related to the thesis topic that may have arisen in regards to the research process, as well as any relevant problems.

11.6. After the student has answered the questions of the board members, one of the members shall read through the feedback and reviews of the thesis. After presenting this feedback and reviews, the board's members will have an opportunity to pose clarifying questions to the student. After the completion of the discussion, a final statement shall be made to the student. The student shall reply to any comments made by the supervisor or reviewer. After this, the thesis defense process shall be considered over.

11.7. The outcome of a Master's thesis defense shall be decided on the basis of assessments from the following persons:
- the supervisor, as to the quality of the work, the level whereby it meets the set requirements in place for awarding a Master's degree;
- the reviewer, considering the work as whole, and giving due consideration to the soundness of the conclusions and recommendations given, as well as its innovative character and practical relevance;
- board members, who shall consider the contents of the work, the student's defense, including his/her report and responses to the questions posed by board members, as well as the comments of the reviewer.

11.8. A student's final grade on a Master's thesis shall be based on a 5-point and 10-point marking system, as established in the minutes of the examination board, signed off by its chairperson and members. The results of the thesis defense shall serve as the basis for the board's final decision to award a degree and issue of a state-recognized degree certificate.

11.9. If the defence of the Master's thesis receives an unsatisfactory grade, a second defense shall be held as per the Regulations on State Final Certificationat HSE.

12. Criteria for Assessing a Master's Thesis

12.1. Assessment criteria for a Master's thesis shall include:
– relevance of topic;
– quality of analysis criteria;
– quality of research methodology;
– quality of results and recommendations generated;
– quality of presentation.

Appendix 13 presents a description of the above-mentioned criteria, as per which the board members shall produce their assessment. Appendix 14 provides a table of assessments for state examination board members.

Appendix 1

Sample of Topics for Publication Online

List of topics for term papers/Master's thesis, proposed to students of the Master's programme in "Global Business"
in the _____ academic year

The proposed topic of the term paper/ Master's thesis in Russian	The proposed topic of the term paper/ Master's thesis in English	The proposed research supervisor (full name, degree, place of work)	The type of work: individual/group	The format: academic/project

Appendix 2.
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 in Russian:

_____

_____

_____

Name of topic in English:

_____

_____

_____

Supervisor _____

(position, degree, full name)

_____

(student's signature)

"_____" _____20_____

Academic supervisor's approval

_____

(academic supervisor's signature)

"_____" _____20_____

Approved by Programme Academic Supervisor _____ /_____/

Appendix 3

Sample of Request for a Master's Thesis

To: Academic Supervisor of the Master's Pro-gramme "Global Business" of the Faculty of Management, NSE Nizhny Novgorod

_____

From the student of the group _____
(full name)

REQUEST

I request the approval of my Master's thesis topic:

Name of topic in Russian:
_____
_____
_____

Name of topic in English:
_____
_____
_____

As supervisor of the thesis, I hereby request to approve this topic
_____
 (position, degree, full name)

_____
(student's signature)

"____" _____20___

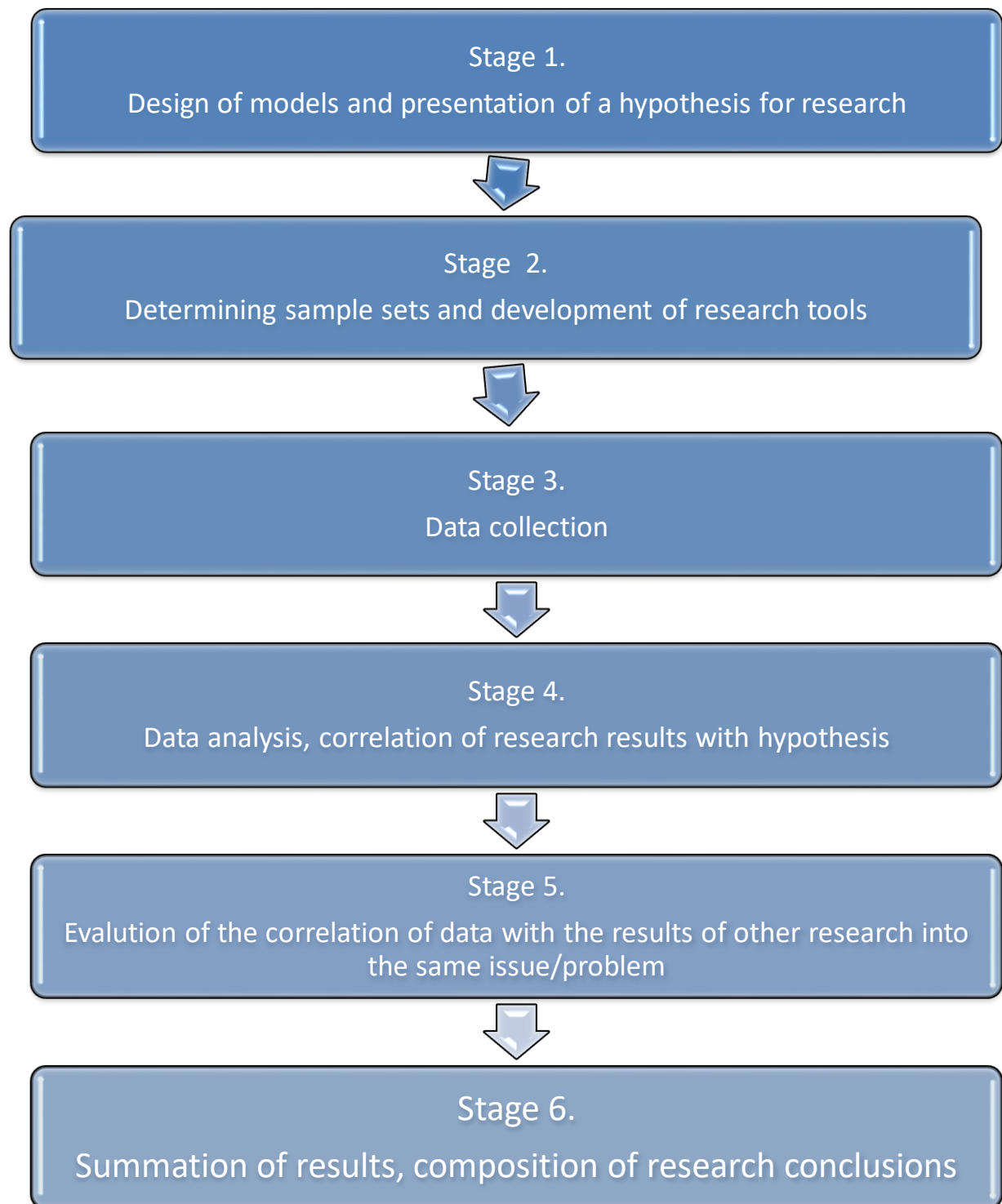Academic supervisor's approval
_____
(signature of academic supervisor)
"____" _____20___

Approved by Programme Academic Supervisor _____/_____/

Master's Thesis Methodological Plan

Object of research →	telecommunication firm	**subject of research →**	innovative processes to manage a telecom firm	
Research goal →		Developing theoretical provisions and recommendations on an innovative administrative process in a telecom firm on the basis of an innovative modeling approach		
Research objects:	1) analyzing innovative processes for managing a telecom's firm and methods for modeling them; classification of business processes of a telecom firm;	2) researching and developing processes to put together models for transactions with telecom clients based on simulation models; developing algorithms to develop the firm's pricing policy based on simulation modeling;	3) drawing up recommendations to improve administrative decision-making based on simulated modeling of the firm's long-term operation	4) developing a methodology to calculate the economic performance of transactions with telecom clients
Research methods →		Mathematical statistics, modeling, decision-making theory, development of complex information systems and distributed databases; structural/functional analysis		
Research outcomes:	1) analysis of innovative processes for telecom management and modelling methods; classification of business processes of the telecom firm;	2) processes for developing models for carrying out operations with telecom clients have been researched and drawn up on the basis of a effective model; algorithms for developing billing policy have been developed on the basis of the model utilized.	3) recommendations formulated on improving administrative decision-making based on innovative model of the organization's processes over the long-term;	4) methods developed to calculate economic effectiveness for transactions with the telecom's clients

Methodology for Applied Research

Stage 1.

Design of models and presentation of a hypothesis for research

⬇

Stage 2.

Determining sample sets and development of research tools

⬇

Stage 3.

Data collection

⬇

Stage 4.

Data analysis, correlation of research results with hypothesis

⬇

Stage 5.

Evalution of the correlation of data with the results of other research into the same issue/problem

⬇

Stage 6.

Summation of results, composition of research conclusions

Sample of a Title Page of a Master's Thesis

National Research University Higher School of Economics

Faculty of Management

Last Name, First Name, Middle Name of Author[2]
THESIS TOPIC
Master's thesis
in the field "Management" 38.04.02
of the "Global Business" Programme

Reviewer   Academic Supervisor
Doctor …. Of Sciences, Pro-   Doctor … of Sciences, Profes-
fessor   sor
_____   _____
Full Name   Full Name

                                                                              Adviser
                                                        Doctor …of Sciences, Profes-
                                                                                      sor
                                                        _____
                                                                          Full Name

Nizhny Novgorod, 20__

---

[2] If there are multiple authors in a group, they should all be indicated

Appendix 7

Example of a Table of Contents

No. of pages

Introduction
1. *Name of chapter*
1.1. name of paragraph
1.2.
1.3.
Chapter 1 conclusions
2. *Name of chapter*
2.1. name of paragraph
2.2.
2.3.
Chapter 2 conclusions
3. *Name of chapter*
3.1. name of paragraph
3.2.
3.3.
Chapter 3 conclusions
Conclusion
References
Appendices

Appendix 8

Examples of Source and Literature Lists

A list of cited literature is a necessary and integral part of a research project such as a term paper, a thesis, an academic publication, etc. A list of literature should be an ordered list of bibliographic descriptions of printed works and/or their parts, presented in some type of order (e.g., alphabetically by author or title, in order for their reference in the paper, etc.).

A bibliographic list should include the sources used to compose the given text: citations and references, as well as sources with bearing on the research topic. The quality of a given list depends on the completeness and care put towards the collection of publications on the given topic, as well as avoiding the use of random sources that have little or no relation to the thesis topic.

It is essential to provide accurate bibliographical descriptions of publications, as well as ensure a rational presentation of their placement in the list. One's choice of a given arrangement of sources in a list should bear in mind numerous factors.

Such lists are usually arranged in the alphabetical order in order to arrange sources. This is effective as it not only allows the reader to quickly find a given publication according to the last name of the author, but find descriptions of sources which are not related in terms of subject or contents. An alphabetically based list is arranged by the last name of authors (the names of co-authors are not considered) or the titles of documents. The works of authors with the same last name shall be listed alphabetically based on their initials, while the works of the same author should be based on the alphabetical order of the titles of the relevant books and articles. If a list features documents in different languages, then books and articles shall be arranged as such: in Russian; in languages using Cyrillic alphabets or transliterations; languages using Latin script or transliterations; followed by languages with their own graphics.

Large sized lists may be organized on a subject/topical basis. For instance, if there is a very large amount of bibliographic information, the sources should be broken down by subject, each of which with its own heading. Under each heading, documents shall be arranged in alphabetical order.

When relying on the logical principle for organizing and placing sources in a rationalized sequence, which should generally reflect the structure of the thesis, sources shall be set out depending on their contents in a certain sequence (from simple to more complex, or from general to more particular). However, this approach to presenting sources should only be used for a limited number of sources in a list.

A chronological approach (by year of publication) may be used to organize documents in lists. This is usually done in a "Sources" section (literature serving as a research subject), whereby works are presented in the order of their creation (or publication). In many ways, the chronological approach allows readers to trace the advance of research into a given area of study or topic, the development of writer's research, and how the publication of works progressed over time, etc.

Grouping by type of document means establishing separate sections in a list of sources, based on the specifics and other organizational requirements, as well as rules for bibliographic descriptions: legal documents, deposit manuscripts, theses, archive materials,

etc. However, it is important to note that materials on the same subject may end up in different sections.

Regardless of the means whereby materials are grouped, the start of a list of used sources and literature should, as a rule, include official documents: laws, directives, orders, etc.

A bibliographic description shall be composed as per regulation GOST 7.1-2003. System of Standards on Information, Library and Publishing Activities. Bibliographic Record. Bibliographic Description. General Regulations and Rules for Composition (in place since July 1, 2004, along with GOST 7.1-84, GOST 7.16-76. GOST 7.18-79, GOST 7.34-81, and GOST 7.40-82, respectively); GOST 7.80-2000. System of Standards on Information, Library and Publishing Operations. Bibliographic Record. Bibliographic Description of Electronic Resources (effective since July 1, 2002).

A bibliographic description shall focus on all types of published and unpublished documents in any medium: books, serialized and continuing publications, legal documents, electronic resources, constituent parts of documents; groups of homogenous and heterogeneous documents. A description should draw upon a given publication's title page, which provides the key information on its topic and the language in which it was published. If further information is required, a thesis writer shall then find relevant information on the back cover of the document (if available).

There are three types of bibliographic description:

- a *bibliographical description* "under the name of an individual author" refers to a selection based on the name of an individual author, which is associated with a book, article, report, thesis etc., which has no more than three authors;

- a *bibliographical description* "under the title of collective authorship" means that, the name of the institution (organization), which has published the document is used as the main component, while a similar description is compiled for such documents as government directives, conference materials, meeting minutes, etc.;

– a *bibliographic description* "under a title" refers to a selection based on the first element of the document's title, which is part of book with more than three authors; collections of works by different authors with a general title; books where the author's name has not been given; official materials; collections of legislation; R&D reports; legal documents; programme/methodological guides; reference books.

The structure of a bibliographic description should consist of obligatory and facultative components, cited according to established rules.

Depending on the given structure, descriptions may be single-faceted and multi-faceted.

A plan for a single-faceted description should look as such:

> **Heading. Main title (general position of the material): information relating to title/initial information on liability; subsequent information. – information about publication; additional information about publication. – first place of publication: name of publication; date of publication. – Volume. – (main title of series or subseries). – international standard number of publication.**

E.g.:

Mauric, John Van. Effective Strategy/ John Van Mauric, translation from English. – Moscow: INFRA-M, 2002. – 208 p. ("Management for Leaders" series) – ISBN 5-16-001118-8 (Russian).

A simplified bibliographic description of a book should appear as follows:

> **Last name of first author, plus initials. Name of book: information about its designation, genre, etc. First and last names of all authors (if there are no more than three authors); translation from which language and name of translator; name of editor. – location of publication Name of published, year of publication –no. of pages.**

E.g.:
Mauric, John Van. Effective Strategy/ John Van Mauric, translation from English. – Moscow: INFRA-M, 2002. – 208 p.

Examples of Bibliographical Descriptions of Sources

Books under the name of an individual author (authors)
One author
Hunsaker, Phillip L. Management: a Skills Approach / Phillip L. Hunsaker. – 2nd ed. – New Jersey: PEARSON. 2005. – 540 p.

Two authors
Whetten, David A. Development Management Skills / David A. Whetten, Kim S. Cameron. – Sixth ed. - New Jersey: PEARSON. 2005. – 697 p.

Three authors
Hitt, Michael A. Management / Michael A. Hitt, J. Stewart Black, Lyman W. Porter. - New Jersey: PEARSON. 2005. – 694 p.

Four authors or more
Geschichte der deutschen Gewerkschaften von den Anfängen bis 1945 / by Klaus Tenfelde, Klaus Schönhoven, Michael Schneider, Detlef J. K. Peukert; Hrsg. von Ulrich Borsdorf, Gabriele Wieden. – Köln: Bund-Verl., 1987. – 600 s.
The Deserted Villages of Northamptonshire / K.S. Allison, M.W. Beresford, J.G. Hurst a.o. – Leicester: Univ. Press, 1966. - 48 p.: ill.

Thesis Abstract, Theses
Afferica, J.M. The Political and Social Thought of Prince M.M. Shcherbatov: Ph. D. / Joan M. Afferica. – Harvard: Univ. Pr., 1967. – 347 p.

Collections of articles
Essays in American Historiography: Papers Presented in Honor of Allan Nevins / Ed. by D. Sheehan, H.C. Syrett. - N.Y.; L.: Columbia Univ. Press, 1961. - X, 320 p.: ill.

Collection of conference materials

Proceedings of the Battle Conference on Anglo-Norman Studies. III. 1980 / Ed. by R.A. Brown. – Woodbridge : Boyden press, 1981. - 251 p.: ill.

Summary of a multifaceted publication
Lang, A. A A History of Scotland from the Roman Occupation: in 4 vol. / by Andrew Lang. – Edinburg; L.: Blackwood, 1902-1907. – 4 vol.

Articles from collections, conference and seminar materials, etc.
Murphy, S. Charles Lucas and the Dublin election of 1748-1749 / Sean Murphy // Parliamentary History. – Gloucester; N.Y., 1984. – Vol. 2. – p. 93-111.

Description of a Review
Bruess, G. [Recensio] // The Russian Review. - Columbus, OH, 1999. - Vol. 58, No. 2. - P. 321-322. - Rec. ad op.: Cracraft J., The Petrine Revolution in Rassian Imagery / James Cracraft. – Chicago; London: Univ. of Chicago Press, 1998. – XXIV, 375 p.

Examples of References to Literature based on APA Standards:
(Wu, Chang, Mitamura, & Chang, 2010)
(Kahneman, 2007)
(Arnaboldi, Conti, La Gala, Passarella, & Pezzoni, 2016; Clifton & Webster, 2017; Ellison, Vitak, Gray, & Lampe, 2014)

Example of a Literature List based on APA standards

Arnaboldi, V., Conti, M., La Gala, M., Passarella, A., & Pezzoni, F. (2016). Ego Nework Structure in Online Social Networks and its Impact on Information Diffusion. *Computer Communications*, *76*, 26–41. https://doi.org/10.1016/j.comcom.2015.09.028

Clifton, A., & Webster, G. D. (2017). An Introduction to Social Network Analysis for Personality and Social Psychologists. *Social Psychological and Personality Science*, *8*(4), 442–453. https://doi.org/10.1177/1948550617709114

Ellison, N. B., Vitak, J., Gray, R., & Lampe, C. (2014). Cultivating Social Resources on Social Network Sites: Facebook Relationship Maintenance Behaviors and Their Role in Social Capital Processes. *Journal of Computer-Mediated Communication*, *19*(4), 855–870. https://doi.org/10.1111/jcc4.12078

Kahneman, D. (2007). Why Hawks Win. *Foreign Policy*, (158), 34.

Wu, J.-C., Chang, Y.-C., Mitamura, T., & Chang, J. S. (2010). Automatic collocation suggestion in academic writing. In *Proceedings of the ACL 2010 Conference Short Papers* (pp. 115–119). Stroudsburg, PA, USA: Association for Computational Linguistics. Retrieved from http://dl.acm.org/citation.cfm?id=1858842.1858863

Appendix 9

Compiling Bibliographical References

Bibliographic references are an integral, informative part of a term paper/thesis and shall serve as a source of bibliographic information about the given document – the source of references.

References should contain bibliographic information about documents/materials (either individually or as an integral part of a group of documents) cited, mentioned or quoted in the term paper/thesis. This information should be sufficient for identifying, finding and describing the overall contents of the materials in question.

The key contents of a bibliographic reference should include all types of published and unpublished documents in any formats (including electronic resources and those no longer accessible), as well as the elemental parts of documents.

The overall content of bibliographical information in a reference should provide the information necessary to identify the reference subject.

The composition of bibliographical references is covered by National Standard of the Russian Federation GOST P 7.0.5-2008. Bibliographic Reference. General Requirements and Rules of Composition (effective since January 1, 2009).

In terms of its components, a bibliographic reference can be long or short, depending on the type of reference, its designation, and the availability of bibliographic information in the document's text.

A long reference, which shall contain complete bibliographic information of a given document, describing its overall content, and for its identification and location, shall be composed as per GOST 7.1-2003. Bibliographical Record. Bibliographic Description. General Requirements (effective since July 1, 2004), GOST 7.82-2001. Bibliographic Record. Bibliographic Description of an Electronic Resource. General Requirements and Rules for Composition (effective since July 1, 2002), and GOST 7.80-2000. Bibliographic Record. Title. General Requirements and Rules for Composition (valid since July 1, 2001).

A short reference, which is only used to locate a document, shall feature the subject of the reference, and be composed in brief terms as per the requirements of GOST P 7.0.5-2008. Bibliographic Reference. General Requirements and Rules of Composition.

Bibliographic references shall be broken down by their placement in the document:

- **footnote**, cited from the text below the document's bottom margin;
- **in-text,** within the document's text itself**;**
- **endnote**, presented outside of the text of a given document or a part thereof.

If a reference is repeated for the same object, **it shall be distinguished as such:**

- **initial reference**, whereby bibliographic information is first presented in the document;
- **repeated reference**, whereby earlier indicated bibliographic information is repeated in an abridged form.

A repeated reference may be in-text, a footnote, or an endnote.

If a reference is made in regards to several objects, they shall be combined into a single integrated bibliographic reference.

Integrated references may be in-text, a footnote or an endnote. They may include both initial and secondary references.

Regardless of the designation of the reference, the rules for presenting the elements of a bibliographical description, symbols shall be applied for prescribed punctuations in the bibliographic list as per GOST 7.1-2003 and GOST 7.82-2001, with due consideration of the following aspects:

1. Periods and dashes can be used to separate the type of bibliographic description;

2. Brackets do not have to be used for information drawn from a fixed source of information;

3. Clipping of certain words and terms can be used for all components of a bibliographic record, with the exception of key titles of a given document. Words and combination of words shall be abbreviated as per GOST 7.11-2004 (ISO 832-1994). Bibliographic Record. Clipping Words and Combination of Works in Foreign European Languages (in effect since September 1, 2005). Bibliographic Record. Clipping of Words in Russian. General Requirements and Rules (in effect since July 1, 1995);

4. In terms of physical characteristics, a thesis author should only indicate the actual size of the document, or information about the object of the reference in the document.

A bibliographic description in a reference should include the heading of the bibliographic record as per GOST 7.80-2000, with due consideration of the following particularities:

1. **Headings must be used in references,** which feature records for documents, written by one, two or three authors**;**

2. **Headings of records in a reference may include the names of one, two or three authors. The names of authors indicated in the heading, shall not be repeated in information on liability;**

3. Bibliographic references to reprints and translated publications can be presented in the same format as in the original;

4. Footnote links shall be used to connect a footnote bibliographic list with the text of the thesis document;

5. Bibliographic references to reprints and translated publications can be presented in the same format as in the original;

6. If a text is cited not from a primary but a secondary document, the start of the reference shall be presented as such: "cit. in (cited in)", "ref. in (referred to in)", indicating the source of the cited information.

E.g.,:

[1] *Cit. in: Barnes, L.B., Kristiensen, R.K. Hansen, E.J., Teaching and Methods for Real Life Situations. M., 2000. P. 65.*

A footnote shall be used to connect footnote bibliographic lists with the text of the given document; in order to cite an endnote bibliographic reference with a document's text, a footnote or reference point shall be used, which shall appear in the form of a figure (e.g., sequential number, letters, stars, asterisks) or other symbols.

A footnote bibliographic reference shall be presented as comment, taken from the text of the document under its lower margin.

An footnote bibliographic reference may contain the following components: a heading; the main title of the document; the general focus of the material; information relating to the title; information on liability; information on the publication; dateline; information on

the size of the document (if the entire document is referred to); information on the location of the reference in the document (if only part of the document is referenced); series information; designation and sequential number of the document's volume or issue (for references to publications included in multiple and/or serialized documents); information on a document, in which the object of the reference has been published; comments; ISBN standard.

A footnote bibliographic reference should repeat given bibliographic information about the reference object as stated in the text of the document.

In order to indicate an e-address in a footnote bibliographic reference, the abbreviation "URL" shall be used.

If footnote bibliographic references are numbered, a uniform consecutive order shall be used for the entire document; consecutive numbering shall be used for the whole text, within each chapter, section, parts, etc, or for a given page of the document.

An in-text bibliographic reference should feature information about the reference object, which might not be included in the text of the document.

An in-text bibliographic reference may feature the following components: a heading; the main title of the document; general terms of the material; information on liability; information about the publication; the publisher's imprint; information about the size of the document (if the entire document is cited); information of the location of the reference in the document (if only part of the document is cited); designation and consecutive number of the volume or the relevant issue (for references to publications with various volumes and versions); information on the document, in which the object of the reference was published; comments.

In-text bibliographic references shall be put in parenthesis.

A symbol such as a point and dash, which may break down the sections of the bibliography description, shall be replaced with a period in the in-text bibliographic reference.

E.g.,:

The attempts undertaken to interfere in legal relations will most likely end up creating a so-called institutional deadlock (Polterovich, V.M., Institutional Traps and Economic Reforms// Economic and Mathematical Methods, 1999. No. 35 (2). p. 3-30). Their appearance are not the result of the interruption of economic interest of respective groups of market players, but the fact that administrative hurdles generate outcomes that are in direct contradiction to stated objective, which thereby go against initial intentions. (Dzagurova, N.B., Avdasheva, S.B., Contemporary Theoretical Approaches to Analysis of Exclusive Contracts and Their Legal Regulatory Norms// Issues of State and Municipal Administration. 2010. No. 1 (p. 69-88).

In-text bibliographic references can be easily used if there are just a few of them in the given work.

The total body of an endnote bibliographic reference shall be put together as a list of bibliographic records, presented after the document's text or as its integral part therein.

The total body of an endnote bibliographic reference is NOT a bibliographic list, nor is it an index, even though it should be placed after the document with its own section as a bibliographic aid.

An endnote bibliographic reference may include the following components: the heading; the main title of the document; general designation of the material; information relating to the title; information on liability; information on publication; publisher's im-

print; physical description of document; information on the location of the reference point in the document (if only part of the document is referenced); series information; indication and consecutive number of the volume or issue (for references to publications in documents with several volumes or series); information on document in which the reference is include; international standard number.

An endnote bibliographic reference may repeat bibliographic information about the reference object stated in the text of the given document:

21. Aaker, David A. Strategic Market Management. Business Strategies for Successful Management. St. Petersburg.: Piter, 2003. 544 p.; ill. (Series "Theory and Practice in Management).

32. 8-15. Roschin, S.Y., Solntsev, S.A. The Job Market for Top Managers in Russia. Moscow: published by HSE Publishing House, 2006. P. 8-15.

125. Molchanova, O. Developing Mentoring Mechanisms in Contemporary Models for Administrative Training // Theoretical Problems and Administrative Practices. 2015. No. 9. P. 119-124.

When putting endnote bibliographic references in numerical order, consecutive numeration for an entire document should be used and/or for respective chapters, sections, etc.

In order to connect the document text with the given number of the bibliographic record in an endnote reference, a footnote shall be used, which should be compiled in the top line of the typeface, or in a reference, which should be placed in parenthesis connected to the text in question.

In the text:

General List of Reference Materials on Terminology, Prior to the Mid-20th Century, Provided in the Bibliography of the Work of I.M. Kaufman.

In an endnote:
59
Kaufman, I.M. Terminology Dictionary. M., 1961.

or

In the text:

General List of Reference Materials on Terminology, Prior to the Mid-20th Century, Provided in the Bibliography of the Work of I.M. Kaufman [59].

In an endnote reference:
59. Kaufman, I.M., Terminology Dictionary (Moscow, 1961)

A repeated bibliographic reference to one and the same document (or group of documents), or part therefore, shall be made in a condensed form as long as all bibliographic information necessary to identify and find the given document is provided in the initial reference thereof. The selected format for condensed bibliographic information shall be uniform for the document in question.

A repeated bibliographic reference should indicate elements, whereby a document can be identified, as well as any components that may differ from the information in the initial reference.

A symbol such as a point or dash, which breaks down the sections of a bibliographic description, shall be replaced by a period in a repeated reference.

A repeated reference, which features a record for a document by one, two or three authors, shall include a heading, the main title and indication of the relevant pages.

A repeated reference, which features a record for a document, by four or more authors, or for a document, whereby the authors' names have not been provided, shall include the work's main title and indication of the relevant pages.

It is possible to shorten long titles, by designating omitted words by using an ellipsis with a space before and after this designated symbol.

In-text references:

Initial (Vasilyev, S.V., Innovative Marketing, M., 2005)
Repeated (Vasilyev, S.V., Innovative Marketing, p. 62)

Repeated (Gerasimov, B.N., Morozov, V.V., Yakovlev, N.G. Systems)
Administration: Concept, Structure, Research. Samara, 2002)
Repeated (Gerasimov, B.N., Morozov V.V., Yakovleva N.G., Systems of Administration…pg 53 – 54)

Footnote references

1
Initial   Mazur, I.I., Shapiro, V.D., Quality Management. M.: HSE., 2003. 334 p.
15
Repeated   Mazur, I.I., Shapiro, V.D., Quality Management. p. 81.

Endnote references:

Initial   57. Shapkin, A.S., Economic and Financial Risks: Assessment, Administration, Investment Portfolio, 3rd Edition. M., 2004. 536 p.

Repeated 62. Shapkin, A.S., Economic and Financial Risk. P. 302.

Repeated references, which feature a record of a document with many chapters, shall include a heading (if there are one, two or three authors), the main title (or only the main title, if there is no heading), with its designation and the number of volume, pages, etc.

In subsequent repeated references, the text of the repeated reference shall be replaced by the words "Там же" (in Russian), or "Ibid." (ibidem) for documents written in a Latin script. A repeated reference to another page should add «Там же» (in Russian) or «Ibid.» (ibidem) (in English) to the number of the page, while a repeated reference to another volume (part, issue, etc.), should use the word «Там же» или «Ibid.» (ibidem) to the number of volume.

In-text references:

Initial | (Kovalenko, B.V., Pirogov, A.I., Ryzhov, O.A. Political Conflict Studies. Moscow, 2002. P. 169 – 178.
|
Repeated | (Ibid.)

Initial | (Kriesberg L. Constructive Conflicts: From Escalation to

| Resolution. Lanham, 1998)
Repeated | (Ibid.)

Repeated references, which feature a record in regards to one and the same document, by one, two, or three authors, which does not immediately follow an initial reference, shall state the relevant heading, and the main title, and then repeated components shall be replaced by the word "Указ. соч." (in Russian), "Цит. соч." (цитируемое сочинение), "Op. cit." (opus citato - цитированный труд) for documents, using a Latin-based script. A repeated reference to another page shall add the number of the page to the words "Указ. соч./ Op. cit.", while a repeated reference to another volume (part, publication, etc.), of a given document should indicate the number of the volume to the words "Указ. соч./ Op. cit."

Footnote references:

Initial   [1] Radaev, V.V., Economic Sociology. 2nd Edition. Moscow 2008. 602 p.

Repeated   [12] Radaev, V.V. Op. cit. P. 319-320.

Initial   [1] Mutechnick, R.J., Berg, B.L. Research Methods for the Social Sciences: Practice and Applications. Boston etc, 1996. P. 119.

Repeated   [12] Mutechnick R.J., Berg B.L. Op. cit. P. 46.

Bibliographic references, which have been included in a combined reference, should be identified individually by a period with a comma with spaces before and after the prescribed symbol.

Several objects in the same bibliographic reference can be placed in alphabetical and/or chronological order, based on either the principle of a shared graphic form – Cyrillic, Latin, etc., or in each given language separately (based on the alphabetic names of the languages used).

 Each of the references in a combined reference shall be written based on general rules. If this combination includes several cited series of references, featuring records with titles for identification (the works of one and the same authors), the titles in the second and subsequent references can be replaced by their verbal equivalents ("Его же», "Ее же", "Их же")….or, for documents using Latin script ("Idem", "Eadem", "Iidem".

Footnote combined reference:

[23]

Kotler, F. Basics of Marketing. Moscow: Business Book. 1995. P. 101-111; Idem. Management marketing. St. Petersburg.: Piter, 2003. P. 22-23.

Objects used to form bibliographic references may also include electronic resources (with local and remote access). References can cite general electronic resources (electronic documents, databases, portal, websites, web pages, forums, etc), as well as respective parts of electronic resources (sections or chapters of e-documents, portals, websites, web pages, publications in electronic publications, forum postings, etc.).

References to electronic resources shall be drawn up as per the rules stated above, with due consideration of the following particularities.

If a reference to an electronic resource includes several citations, which contain information on various types of documents, the reference must provide a general term for the materials in the electronic resources.

A note about restrictions to access can be included in references to documents from local networks, as well as from full-text databases, whereby access is provided on a contractual basis or by subscription (e.g., Kodeks, Garant, Consultant-Plus, EBSCO, ProQuest, Integrum, ZBS YUrait, etc.).

E.g.,:

[5]

On introducing bonuses for difficulty, intenseness and high quality of work [electronic resource]; Directive M-Va On Social Protection of the Russian Federation No. 1-49-U, dated July 14, 1992. Document was not published. Accessed through the legal information system "Consultant-Plus".

[15]

Karev, V.P. Mathematical Modelling for Business. Evaluation, Investment Project Design, Enterprise management (electronic resource)/ EBS University Library. Moscow: Maroseika, 2010. 348 p. URLhttp://biblioclub.ru/index.php?page=book_view&book_id=96133 (date of enquiry: November 10, 2015).

If there is information on the date of the latest edition and/or revision of an e-document, this should be stated in the reference, as per the following: "date of edition" (date of revision, etc). The date should include the day, month and year.

If, according to its electronic title page, an e-resource has been deleted and it is impossible to establish its date of publication or creation, the earliest and most recent dates in regards to the creation of the e-resource available should be stated.

With respect to electronic resources with remote access, a comment should be made about the system of access, where the words "access regime" (or its equivalent in another language), may be replaced by the abbreviation "URL" (Uniform Resource Locator).

Information on the given access protocol for an online resource (ftp, http, etc.) and the web address shall be provided in URL form.

After the web address, in parenthesis, information on the date when an online enquiry was made shall be indicated: after the words "date of enquiry" the date, month and year shall be given.

Appendix 10

Example of a List of Cited Sources and Literature

LIST OF CITED SOURCES AND LITERATURE

I. Published Sources

1. Acts, published by the Board, Higher Institution for Analysis of Ancient Acts in Vilnius. – Vilnius: typography A.K. Kirkova, 1865-1915. – 39 volumes.

2. Historical Acts compiled and published by the Archeographic Board. – St. Petersburg. Type. Encyclopedia, stored in state documents, 1841-1842. 5 volumes.

3. Supplements to Historical Acts, compiled and Published by the Archeographic Board. – St. Petersburg., 1846-1875. – 12 volumes.

4. Russian Historical Library, published by the Imperial Archeographic Board. St. Petersburg. 1872-1927. – 39 volumes.

***

5. Yoasafov Chronicle/text prepared for publication by A.A. Zimin, S.A. Levina; edited and introduction by A.A. Zimin. – Moscow: published by AN USSR, 1957. – 240 p.

6. Full Collection of Russian Letters – Moscow; L; Published by AN USSR 1949-2003. – p. 25-41.

7. Pskov Chronicles/ prepared for publication and edited by A.N. Nasnov. – Moscow; L: published by AN USSR, 1941-1955. – 2 issues.

***

8. Russian Truth / edited by B.D. Grekov; AN USSR, Institute of History. – Moscow; L.: published by AN USSR, 1940-1963. – 3 volumes

9. Russian Legislation: 10th to 20th Centuries: [texts and commentaries]: in 9 volumes /under the general editorship. [with introduction] O.I. Chistyakova. – Moscow: Legal Literature., 1984-1994. – 9 volumes.

***

10. Acts of Socio-Economic History of Northeastern Rus at the end of the 14th Century – Start of the 16th Century / edited by B.D. Grekov. – Moscow; published by AN USSR, 1952-1964. – 3 volumes.

11. Acts of Feudal Estates and Households from the 14th to 16th Centuries / prepared for publication by L.V. Cherepnin; chief editor S.V. Bakhrushin. – Moscow: published by AN USSR, 1951-1961. – 3 volumes.

12. Acts of Feudal Tenure and Households: acts of Moscow, Simov Monastery (1506-1613) / compiled by L.I. Ivina; AN USSR, Institution of History. – L. : Sciences, 1983. - 351 p.

***

13. Shop Books of Veliky Novgorod 1583/ introduction and edited by S.V. Bakhrushina. – Moscow ; L.: RANION, 1930. – IX, 202, 56 p.

14. Novgorod Cadastres, published by the Archeographic Board / Editor P. Savvaitov. – St. Petersburg: typographic, 1859-1910. – 6 volumes.

15. Cadasters and Record Books of Veliky Novgorod, 17th to Early 18th century. Collection of documents. Compiled by I.Y. Ankudinov. – St. Petersburg: Dmitry Bulanin, 2003. – 665 p.

16. Cadasters of the Novgorod Region/ compiled by K.V. Baranov. – Moscow: Archives, 1999-2004. – 5 volumes.

***

17. Literary Landmarks of Ancient Rus: [collection of texts] / compiled and edited by L.A. Dmitriev, D.S. Likhacheva. – Moscow: artistic literature., 1978-1994. – 12 books.

18. Address of Josif Volotsky/ text by A.A. Zimin, Y.S. Lurye. – Moscow; L.: published by AN USSR, 1959. – 469 pages.

Unpublished Sources
Russian State Archive of Ancient Acts (RGADA)
19. F. 135 (State Archives). – Section IV. – Rubr. II. – No. 1.
20. F. 199 (Portfolio of G.F. Miller). – Op. 1.- D. 5.

State Historical Museum. Written Source Section (OPI GIM)
21. Museum collection. – No. 3726.
22. Chudovsky collection. – No. 264.

23. Russian State Library. Department of Manuscripts (OR RGB) 23. F. 238/P (MoscowP. Pogodin). – Op. 2. – documents 10-16v.

II. LITERATURE
24. Amosov, A.A. Monastery Archives: Thesis synopsis… Candidate of Historical Sciences/ Amosov, Alexander Alexandrovich. – L.:Sine nomine, 1974. – 24 p.

25. Vovina, V.G. New Chronicler: Results and Problems of Study/ V.G. Vovina// Research on Sources Studies of the History of the USSR of the Pre-October Period: Collection of Articles /AN USSR, Institute of History of the USSR. – Moscow: Sine nomine, 1987. – p. 61-88.

26. Zimin, A.A. Dmitrovsky Allotments and Specific Court Rulings in the Second Half of the 15th/First Third of the 16th Centuries/ A.A. Zimin // Auxiliary Historical Sciences. – L. L Sciences, 1973. – Issue 5. – p. 182-195.

27. Zimin, A.A. Main Stages and Forms of Class Conflict in Russia at the End of the 15th Century/16th Century/ A.A. Zimin/ Issues of History. – 1965. – No. 3 – p. 40-57.

28. Kashtanov, S.Moscow, From the History of the Final Allotments/ S.M. Kashtanov // Works/ Moscow State Historical Archive. Institute. – Moscow: Sine nomine, 1957. – Volume 10. – p. 275-302.

29. Florya, B.N. On the Paths to Political Centralization of the Russian State (based on the example of the Tver Region)/ B.N. Floya // Society and State of Feudal Russian: collection of articles/ Chief Editor V.T. Pashuto. – Moscow: Science, 1975, - p. 281-290.

30. Cherepnin, L.V. Formation of the Russian Centralized State in the 14th and 15th Centuries / L.V. Cherepnin. – Moscow: SOTsEKGIZ, 1960. – 899 p.

31. Cherepnin, L.V. Controversial Issues in the Study of Early Chronicles in the 50s and 70s/ L.V. Cherepnin// History of the USSR. – 1972. – No. 4 – p. 46-64.

32. Shakhmatov, A.A. "Tale of Bygone Years" and its sources/ A.A. Shakhmatov/ works of ancient Russian literature. / AN USSR, Institute of Russian Literature. – M l L. Published by AN USSR, 1949. – Vol. 4. – p. 9- 150.

III. Directories and Reference Editions

33. The Big Encyclopedia of Cyril and Methodius (electronic resources]. – Moscow; Cyril and Methodius: Big Russian Encyclopedia. 2001. – 2 two electronic dicks (CD-ROM).

34. Russian History: History of Russian from Ancient Times until 1917: Encyclopedia: 5 volumes/ rare collection: V.L. Yanin (chief editor) and others. – M: Big Russian Encyclopedia., 1994-2000. – 3 volumes.

**

35. Alexander Alexandrovich Zimin: Bibliographical List/ compiled by Gulchinsky, V.I. – Moscow : RGGU, 2000. – 192 p. L ill. – (RGGU researchers).

36. History of Prerevolutionary Russia in Diaries and Memoirs: - annotated books and publications in journals/ academic supervisor and editor P.A. Zaionchkovsky. – Moscow: Book, 1976-1989. – 5 volumes.

37. Guide on the Pre-Revolutionary Russia; bibliography/ academic director, editor and introduction by P.A. Zaionchkovsky. – 2nd edition, revised and abridged. – M: Book, 1978. – 639 p.

**

38. Russian Writers, 1800-1917: Biographies. Dictionary/ Chief Editor P.A. Nikolaev. Moscow: Sov. Encyclopedia., 1989-1999. – 4,000 p.

**

39. Review of Ambassadorial Books from Repository Collection, held in TsGADA (end of the 15th and start of 18th centuries)/ compiled by and introduced by N.M. Rogozhin. – Moscow: Institute of History of the USSR, 1990. – 239 p.

40. Tikhomirov, M.H. Short Commentaries on Chronicles in Cursive Manuscripts of Moscow/ M.N. Tikhomirov. – Moscow; published by AN USSR, 1962. – 184 p.

41. Eskin, Y.M. Parochialism in Russia in the 16th and 17th Centuries: Chronological Register/ Y.M. Eskin. – M; Archeological Centre, 1994. – 265 p. – (reference book on Russian history, issue 1).

LITERATURE AND SOURCE LIST

I. Sources

1. Civil Code of the Russian Federation with a Clause-by-Clause Appendix of Judicial Practices of the Supreme Court of the Russian Federation and Federal District Arbitrage Courts : text of the Code (chapters 1, 2 and 3), cited with a view to amendments made to Federal Laws No. 25-FZ, 37-FZ, 138-FZ, 183-FZ, 58-FZ, 97-FZ / compiled by N.N. Averchenko. – Moscow: Prospekt, 2005. – 1,300, (26) p.

2. Labour Code of the Russian Federation: official text. – M: Omega-L, 2002. – 175 p. (Russian Legal Library).

***

3. Legislation of the Russian Federation on Mass Communication: a Collection/ edited and compiled by M.V. Panyarskaya, A.G. Richter; commentaries by M.A. Fedorova. – Moscow: Gardarika, 1996. – 294 p. Ill. – (Journalism and Law: issue 2).

4. On State Secrets: Law of the Russian Federation: approved on July 21, 1993 // Rossiskaya Gazeta. – 1993. – September 21.

5. On State Secrets: Federal Law: version No. 131-FZ, dated October 6, 1997, No. 86-FZ, dated June 30, 2003, No. 153-FZ, November 11, 2003. – Moscow: Os-89, 2004. – 32 pages – (recent law).

6. On the Government of the Russian Federation: Federal Constitutional Law (collection of Russian legislation, No., 51, art. 5712, 1997): approved by the State Duma on April 11, 1997. – Moscow: Os-89, 2004. – 31 p. – (federal constitutional law).

7. On Mass Media: Law of Russian Federation, dated December 27, 1991. On the Compulsory Version of the Publication: Directive of the Russian Federation. – Moscow; Bookservis, 2003. 33 p.

8. On Information, Information Technologies, and Data Protection. Federal Law No 149-FZ, dated July 27, 2006 // Rossiskaya Gazeta – 2006. July 27.

9. Collection of Collection of Enactments on Procedures to Divulge Government Proclamations in the newspapers "St. Petersburg Vedomosti" and "St-Petersburger zeitung" / compiled by N.N. Varadinov, edited by A.V. Belyaev. – St. Petersburg.; Senate version., 1909. – 37 p.

***

10. On the State Grain Inspection of the Government of the Russian Federation: Russian Government Directive // Rosisskaya Gazeta. – 1997. – November 26. – P. 7.

11. Directive of the State Statistics Board of the Russian Federation No. 26 "On Approving Unified Forms for Primary Account-Keeping for Labor and Wages // Secretarial Practice: monthly professional journal. – Moscow, 2001. – No 3. – pg 3.

***

12. Collection of Directives and Orders of the Administration of the Yamalo-Nenets Autonomous District. – Salekhard: Sine nomine, 2004. – No. 4 / publishing manager Meshkova, L.A. – 178 p.

***

13. Record-Keeping: Samples, Documents, Organization, and Technology with Due Consideration of GOST R 6.30-2003 "Uniform Systems of Documentation. Uniform System for Organizing Document Dispatch. Requirements for Compiling Documentation" /

V.V/ Galakhov et al. – 2nd edition, revised with additional materials. – Moscow: Prospect, 2005. – 445 p.

14.   Kirsanova, M.V. Labor Book: New Rules for Maintenance and Storage / M.V. Kirsanova. – Moscow: Omega-L, 2006. – 58 p. – (HR service).

15.   Labor Book: samples. – Moscow: Infra-M, 2006. – 156 p. – (journal Labor Law of the Russian Federation; issue 13).

II. Legal/Methodological Literature

16.   Intersectoral Enlargement of Timeframes for Document Support Activities for Administrative Purposes: approved as per Directive M of the Russian Federation, November 25, 1994. – Moscow: Sine nomine, 1995. – 116 p.

17.   Key Rules for Archive Operations in Organizations / Federal Archive Service of the Russian Federation. Academic research. Institute of Record-Keeping and Archival Operations; prepared by V.A. Eremchenko et al. – Moscow: VNIIDAD, 2003. – 150 p.

18.   List of Standard Adminstrative Documents, Used in Firm Operations, Indicating Term of Storage: approved by the Federal Archival Service of the Russian Federation (Rosarkhiv), dated October 6, 2000. – Moscow Federal Archive Service of the Russian Federation. All-Russian Research Institution of Record-Keeping and Archival Operations, 2000. – 107 p.

III. Literature

19.   Aleksentsev, A.I. Confidential Recording-Keeping / A.I. Aleksentsev. – Moscow ; Business-publisher "Intel-Sintez", 2001. – 157 p.; table (journal "HR Management")

20.   Andreeva, V.I. Record-Keeping: Practical Assistance / V.I. Andreeva – publisher. 10th revision, with additions. Moscow: HR Management, 2005. – 196 pages.

21.   Andreeva, V.I. Record-Keeping in Practice: Organization and Operation: textbook / V.I. Andreeva. – Moscow: Knorus, 2006. – 268 p.

22.   Archiving and Historical Review of Russian History. Problems of Cooperation at the Current Stage: reports and presentations at the 3rd All Russian Conference, February 25-26, 1999 / editorial board. : - M.V. Larin (introduction) et al. – Moscow; Federal Archive Service of the Russian Federation; VNIIDAD, 1999. – 272 p.

23.   Vyalova, L.M. Record-Keeping for Secretaries: Q&A / L.M. Vyalova. – Moscow : MtsFER, 2004. – 223 p. ; il – (Guidelines for Secretaries and Office Managers; journal)

24.   Gelman-Vinogragov, K.B. On Difficulties with Characterizing the "Document" Concept and Approaches to Overcoming This / K.B. Gelman-Vinogradov // Recording-Keeping: quarterly journal. – Moscow; Sine nomine, 2005. – No. 2. – p. 16-24.

25.   Recording-Keeping: a Textbook / T.A. Bykova, L.M. Vyalova, G.U. Maksimovich, L.V. Sankina; under the editorship of T.V. Kuznetsovaya. – Moscow ; MTsER, 2004. – 543 p. ; ill. – (Higher School of Economics).

26.   Konkova, A.Y. Using and Creating Business Cards in France / A.Y. Konkova/ HR management. – Moscow : N. i., 1996. – No. 9 – p. 45-49.

27.   Kostomarov, M.N. Information Support for Administration: Textbook / M.N. Kostomarov, A.V. Sokolov, E.A. Stepanov; Moscow State Historical Archive Institute. – Moscow: MGIAI, 1990. – 91 p.

28.   Kuznetsova, T.V. Designing a Rational System of Recording-Keeping / T.V. Kuznetsova, I.A. Podolskaya // Recording-Keeping: quarterly journal. – Moscow: Sine nomine, 2005. – No. 1. – p. 58-67.

29.   Larin, M.V. Drawing up Professional Documents: Recommendations based on GOST P 6.30-2003 / M.V. Larin, A.N. Sokova. – 2nd edition. – Moscow : MTsFER, 2006. – 111 p. ; ill. (appendix to the journal Reference Guide for Secretaries and Office Managers". 2006. No. 1.

30.   Larin, M.V. Document Management in Organizations: Problems, History and Methodology: thesis synopsis… doctor of historical sciences / Larin, Mikhail Vasilievich; All Russian Academic Research Institute of Record and Archive-Keeping. – Moscow: Sine nomine, 2000. – 59 p.

31.   Lysova, E.V. Legislation of the Russian Federation on Mass Media: Concepts, System, Key Development Trends: a Constitutional/Legal Analysis; thesis synopsis, candidate of legal sciences; Far Eastern University – Vladivostok; B. i., 2004. -244 p.

32.   Maksimovich, G.Y. How to Publish Information on the Internet / Maksimovich, G.Y., Berestova, V.I. // Secretary Activities: monthly professional journal. – Moscow: Sine nomine, 2001. – No.3. – p. 48-54.

33.   Mitchenko, O.Y. Requirements on Reports and Annotations for Publications and Documents / O.Y. Mitchenko/ Secretary Activities: monthly professional journal. Moscow: Sine nomine, 2005. – No. 1. – p. 16-19.

34.   Ryskov, O.I. National Standard for Describing Electronic Information Resources / O.I. Ryskov // Recording-Keeping: quarterly journal. – Moscow: Sine nomine, 2005. – No. 2 – p. 54-59.

35.   Maintaining the Cultural Heritage of Libraries, Archives and Museums ; conference materials., St. Petersburg, February 14-15, 2003 / editor of collection. ; V.P. Leonov (chief editor) and others. – St. Petersburg: BAN, 2003. – 275 p.; ill.

36.   Yankovaya, V.F. Issue of an Order (Directive) on Key Activities / V.F. Yankovaya // Secretary Activities; monthly professional journal. – Moscow: Sine nomine, 2001. – No. 1. – p. 9-14.

III. Reference and Information Materials

37.   State Rubricator of Scientific and Technical Information / Russian Academic of Sciences, Ministry of Industry, Sciences and Technology of the Russian Federation. All-Russian Institute of Sciences and Technological Information (VINITI); Chief Editor Y.M. Arsky. – 5th edition. – Moscow: VINITI RAS, 2001. – 391 p.

38.   Zaitsev, A.N., Literature on Issues of Records Management, 1924-1975. Annotate version / compiled by A.N. Zaitsev, V.A. Naryshkin; edited by V.N. Avtokratov, and M.T. Likhachev. – Moscow: VNIIDAD, 1979. – 179 p.

39.   Information and Telecommunications Centres: Reference Book / Russian Academic of Sciences, Ministry of Industry, Science and Technology of the Russian Federation, All-Russian Institute of Sciences and Technological Information (VINITI); authored and compiled by Tsvetkova, V.A. et al. – 5th edition, with revisions and additional materials. – Moscow; VINITI, 2002. – 354 p.

40.   Preparing and Drawing Up Documents for Executive Bodies in the Russian Federation: Guidelines for Managers, Assistants, and Secretaries / compiled by Biryukov, D.Y. – Moscow; published by NTs ENAS, 2000. – 136 p.

41.   Reference Book for Business Correspondence / compiled by Bondarkov, A.V. et al. – Moscow: Mayor's Office of Moscow: Mezhregionservis, 1996. – 350 p.

42.   Secretary Encyclopedia / V.I. Andreeva and others. ; chief editor E.V. Gubernskaya. – Moscow: MTsFER, 2004. – 687 p.; ill.

Appendix 11

Sample of Feedback from a Supervisor on a Term Paper/Master's Thesis

National Research University Higher School of Economics

Faculty of Management
Feedback from Academic Supervisor on a Term Paper/Master's Thesis

Students (2) _____ ,
<div align="center">Full Name</div>

_____ year, Master's level
"Global Business" programme
Faculty of Management
On the topic:
"_____"

о. п/п	Assessment criteria	Supervisor's grade (on a 10-point scale)
	Correlation of contents of term paper/thesis to approved topic	
	Completion of set goals and objectives	
	Originality and innovation of work	
	Independent quality of work on term paper/thesis; 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[3] participant 1 full name participant 2 full name	
	Final grade: **participant 1 full name** **participant 2 full name**	

Comments:
_____

Academic supervisor
degree, title,
faculty/department
(place of work)_____ /signature/_____Full Name
Date

---

[3] Criteria shall be added if this is a group work

Appendix 12

Sample of a Master's Thesis Review

National Research University Higher School of Economics

Faculty of Management

Review of Master's Thesis

Student(s) _____ ,
<div align="center">Full Name</div>

_____ Master's level
"Global Business" programme
Faculty of Management
On the subject:
"_____"

(Review Text)

Please describe the following:

Contents and key positions of the work under review; assess the relevance of the topic, the originality of the approach to its enquiry (i.e., the author's own point of view), the writer's ability to apply contemporary methodologies in collecting and processing information; veracity of conclusions and recommendations; reliability and accuracy of results, their innovative nature and practicality. Along with the positive aspects of the thesis, please describe any weaknesses therein. The appraisal should describe the overall quality of the Master's thesis and give it an appropriate assessment.

Review of Master's Thesis
(degree, title, position) (signature) /   Full Name./

Master's Thesis Grading Criteria

Criteria for Assessing a Thesis' Academic Features

o.	Grading criteria	*Unsatisfactory*			*Satisfactory*		*Good*		*Excellent*		
		1	2	3	4	5	6	7	8	9	10
	Relevance of topic	Relevance of topic has not been demonstrated			Relevance demonstrated, but with no relation to academic discourse		Relevance demonstrated in regards to academic discourse, but does not utilize statistical data		Relevance demonstrated in regards to academic discourse, uses statistical data		
	Grade	1	2	3	4	5	6	7	8	9	10
	Quality of critical analysis	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 submitted features a well-founded analysis using adequate sources, theories and models. Foreign sources are cited. Only one overriding theory or concept is presented.		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 well-founded.		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.		
	Grade	1	2	3	4	5	6	7	8	9	10

Quality of methodological research	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.		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.		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, but do not present any significant theoretical and/or applied innovation. The derived data is not innovative in nature.		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.		
Grade	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Quality of results	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.		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.		Complete conclusions have been made along with well-founded 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.		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.		
Grade	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**

Quality of presentation	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.			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.		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.		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.		
Grade	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**

Criteria for Assessing Project/Research Features of a Thesis

o.	Grading criteria	*Unsatisfactory*			*Satisfactory*		*Good*		*Great*		
		1	2	3	4	5	6	7	8	9	10
	Relevance of topic	Relevance of topic was not demonstrated			Relevance of topic demonstrated *but bears no practical relation to business processes.*		Relevance demonstrated with a practical relation to business processes, but does not rely on statistical data		Relevance demonstrated and bears a practical relation to business processes and relies on statistical data		
	Grade	1	2	3	4	5	6	7	8	9	10
	Quality of critical analysis	The work submitted does not feature an in-depth analysis, or its analysis of source is not in-depth. The work only focuses on one theory or concept.			The work submitted presents an argued analysis with adequate sources, theories and models. Foreign literature is cited. The work only focuses on one theory or concept.		The work presented contains an argued analysis with adequate sources, theories and models. Foreign literature is cited. Key theories, concepts, approaches are reviewed and the author's position is well-founded.		The work presented contains an argued analysis with adequate sources, theories and models. Foreign literature is cited. The work covers a wide range of theories, concepts, and approaches. The author's position is justified.		
	Grade	1	2	3	4	5	6	7	8	9	10
	Quality of research methodology	The work does not use primary or secondary data, or it has been done at an unsatisfactory level. The results generated are incorrect and/or unverified. The work does not feature project problem. The work does not present grounds for assessing the project's effectiveness.			Use of primary and/or secondary data justified in work. Results are substantiated and verifiable. Use of methods with arguing their selection. The work features formula for solving the project's main problem, but it bears no relation with the other aspects of the methodology. The work does not feature a well-founded approach to assessing the performance of the project.		Use of primary and/or secondary data is justified in work. Results are verifiable and provable. Effective justification for the research methodology used. Statistical and other methods are used to process the data received. The work offers a clearly formulated project's problem, but bears no direct relation to other components of the given methodology. The work offers a well-grounded approach to measuring the project's performance.		Use of primary and/or secondary data is justified in work. Results are verifiable and provable. Effective justification for the research methodology used. Statistical and other methods are used to process the data received. Various components of the given methodology are properly related to each other and the main problem of the project. The work offers a well-grounded approach to measuring the project's performance.		
	Grade	1	2	3	4	5	6	7	8	9	10

Quality of results	The work does not feature complete conclusions and/or substantiated recommendations. The results bear no relation to the goal and objectives of the project. The results cannot be practically applied. The project was technically not carried out. No quantitative or qualitative assessment has been made of the project's performance.			The work features complete conclusions and/or substantiated recommendations. The results bear a direct relation to the stated the goal and objectives of the project.The results feature practical elements. Certain stages of the project were actually carried out. Only certain parts of the project were described. Only the qualitative assessment of the project was performed.		The work features complete conclusions and/or substantiated recommendations. The results have a practical application. The results bear direct relation to goal and objectives of the project. Certain stages of the project were carried out in practice. All stages of the project's implementation were described. The paper features both qualitative and quantitative analysis of the project implementation.		The work features complete conclusions and/or substantiated recommendations. The results have a practical application. The results bear direct relation to the goal and objectives of the project. All stages of the project were described. The paper features both qualitative and quantitative analysis of the project implementation. Recommendations were provided on the collection and analysis of data for assessing the project's performance.	
Grade	1	2	3	4	5	6	7	8	9	10
Quality of presentation	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.			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.		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.		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.	
Grade	1	2	3	4	5	6	7	8	9	10

Assessment Table for State Examination Board Members

Full name of student	Title of thesis	Relevance of topic (max – 10 points)	Quality of critical analysis (max – 10 points)	Quality of research methodology (max – 10 points)	Quality of results and recommenda-tions (max – 10 points)	Quality of presen-tation (max – 10 points)	Final grade (max – 10 points)

Sample of a Term Paper Title Page
Government of the Russian Federation

National Research University Higher School of Economics

Faculty of Management

FULL NAME of author[4]
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__

---

[4] If the thesis is group work, please indicate ALL authors