

## Internship Program

*Associate Professor Anna Di Nardo*

*MSc International Management*

The internship program includes a description of the curriculum elements of the educational program, organized in the form of practical training and grouped in the “Practice” module of the curriculum.

### **Chapter 1. General Information:**

<b>Year</b>	<b>Type of internship</b>	<b>Title</b>	<b>Status</b>	<b>ECTS</b>	<b>Academic hours</b>	<b>Period</b>
1	Project-based	Management Consulting Project for a Multinational Company in the Field of Strategic Business Transformation	Mandatory	3	114	1-2 module
1	Academic	Term Paper	Mandatory	3	114	3-4 module
2	Professional	Internship	Mandatory	4	152	3 module, 3-4 weeks
2	Project-based	Consulting project	Mandatory	4	190	2 module
2	Academic	Master Thesis	Mandatory	18	684	4 module

## **Chapter 2. Description of internships**

### **2.1. Management Consulting Project for a Multinational Company in the Field of Strategic Business**

#### **Transformation:**

##### **2.1.1. Purpose and prerequisites**

This course is practice-oriented and is structured as a simulation of a management consulting project for a multinational company focusing on strategic business transformation. It integrates previously acquired multi-disciplinary knowledge and skills in strategic management, financial management, marketing and design thinking. Because the prior academic background of the first-year students of this program will be very diverse, it is essential to complete the required pre-reading (“Michael Porter. Competitive Strategy” and “Henry Mintzberg. Strategy Process”) before the start of the course.

This course provides fundamentals of the management consulting project organization, approach to delivery, core consulting tools and methodologies practiced in small project groups. The work is split into stages where students are required to apply such methodologies solving a particular business sub-task. Upon completion of each stage the groups present their intermediate results/receive feedback before proceeding to the next stage. The final deliverables of the integrated project are presented at the end.

#### **Learning Objectives**

The objectives are to develop the capabilities to formulate and structure external client consulting projects and organize their execution, including:

- Collect and process data necessary for completing a specific task
- Select and use consulting tools and methodologies to gather and process input data, analyze/interpret the results and provide structured recommendations
- Apply methods of quantitative and qualitative analysis and modeling, and of theoretical and experimental research
- Build and manage project teams, distribute roles and responsibilities
- Present findings and proposed initiatives to the client

#### **Learning Outcomes**

- Understanding of a management consulting project: its structure, workflow breakdown, division of roles and responsibilities, milestones, intermediate results and final deliverables
- Ability to synthesize various disciplinary tasks (i.e. strategy, marketing, finance, organization, processes, technology etc.) into an integrated solution of a complex task for the client company
- Ability to apply core management consulting tools and methodologies such as SWOT analysis (re-cap), PESTLE model, 5 Forces model, 3D risk assessment matrix, value chain, business model and its components, operating model and its components, strategic transformation initiatives, interdependencies within a transformation program, implementation planning, cost and benefits analysis, high-level financial modelling for a transformation program, distribution of roles and responsibilities within the client’s senior team for implementation, RACI matrix etc.
- Team work, oral and written presentation skills.

### 2.1.2. Deadlines:

2.1.2.1. Assignment to the students – October, 1

2.1.2.2. Submission of interim report – November, 20

2.1.2.3. Submission of final report – December, 20

### 2.1.3. Content

#### Course Plan

№	Topic	Number of contact hours
1.	Introduction to <b>management consulting industry</b> : types of consulting, key players, recent trends in client demand and key buyer values. Introduction to <b>management consulting project</b> : its structure, workflow breakdown, division of roles and responsibilities, milestones, intermediate results and final deliverables Introduction to effective MS Power Point presentations: horizontal logic along the storyline, vertical logic, key content blocks of a presentation slide. Examples of “killer slides”. Practical exercise.	2
2.	Introduction/recap of basic consulting tools and methodologies applied in this course: SWOT-analysis, PESTLE factor model, 5 Forces Model, 3D risk assessment matrix Team charter <b>Project Stage 1.</b> SWOT analysis. PESTLE analysis of the external factors affecting the given company. Implications for change that derived from those external PESTLE factors. Presentation to client, feedback for Stage 2	4
3.	Introduction/recap of basic consulting tools and methodologies applied in this course: business model and its components, operating model and its components, value chain, strategic change initiatives, interdependencies within a transformation program <b>Project Stage 2.</b> Group and prioritize the identified implications for change to come up with a list of strategic initiatives which, all together, comprise a transformation program. Assign each initiative to a particular component of Business Model or Operating Model – where exactly this transformation will take place. Presentation to client, feedback for Stage 3	8
4.	Introduction/recap of basic consulting tools and methodologies applied in this course: implementation planning, cost and benefits analysis, high-level financial modelling for a transformation program, distribution of roles and responsibilities within the senior team for implementation, RACI matrix etc <b>Project Stage 3.</b> Develop an implementation plan (in Gantt chart) with timeline, paying attention to potential interdependencies among different initiatives within the program. For each initiative indicate the responsible officers (level of Deputy CEO). Define roles of senior officers (RACI matrix) in this transformation program. Name and assess key cost and benefits of each initiative. Presentation to client, feedback for Finalization	6
5.	Introduction to effective presentations. <b>Project Finalization.</b> Present the final deliverables to the client (MS Powerpoint slides supported by oral presentation). Answer the client’s questions. Be able to provide solid justification of every conclusion/statement of the presentation. Obtain client’s approval.	4
	<b>TOTAL</b>	<b>24</b>

#### 2.1.4. Assessment

Final grades will reflect overall performance in the class, including engagement in classroom discussion, performance on individual and group written assignments and presentation of research findings. Since class discussions are an integral part of the course **attendance is mandatory**. The percentage weights used in calculating course grades are as follows:

Course Requirements	Weighting (%) or maximum points
Individual attendance and informed participation ( <i>Including homework tasks &amp; assignments</i> )	20%
Interim group assignment and presentations ( <i>Project Stage 1</i> )	10%
Interim group assignment and presentations ( <i>Project Stage 2</i> )	20%
Interim group assignment and presentations ( <i>Project Stage 3</i> )	20%
Final group presentation ( <i>Strategic transformation program for the client company</i> )	30%
<b>TOTAL</b>	<b>100%</b>

Points/Percentage of total score	Final grade	Characteristic	Criteria
85-100	8-10	Excellent	A distinguished result that is excellent with regard to the following aspects – theoretical depth, practical relevance, analytical ability and independent thought.
65-84	6-7	Good	The result is of a good standard with regard to the above mentioned aspects and lives up to expectations.
50-64	4-5	Satisfactory	The result is of a satisfactory standard with regard to the above mentioned aspects and lives up to expectations.
0-49	1-3	Fail	The result does not meet the minimum requirements with regard to the above mentioned aspects.

2.1.5. In the process of internship, students can use information technologies, including design automation and software development tools used in a specialized organization, Internet technologies, etc.

Internship logistics are reflected in hands-on training contracts with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements during work.

2.1.6. In the context of restrictive or other measures, the internship is performed remotely in accordance with the instructions of the HSE and Russian Federation regulatory bodies.

## **2.2. Term Paper:**

### **2.2.1. Purpose and prerequisites**

Term paper is a separate type of educational activity in a form of research or project work of a student.

The term paper contributes to the deepening of the knowledge and skills acquired by him in the course of theoretical and practical classes, instills the skills of independent and self-study on the topic of the term paper, and also develops the competences of analytical, research and project activities.

Term paper can be done in one of the following formats:

- Analytical work - analysis and generalization of theoretical and empirical material aimed at increasing knowledge in the field of management.
- Applied work - a solution to a practical problem based on a systematic analysis of the selected object and subject or a problem (situation).

When using any of the specified formats, the term paper is aimed at consolidating and manifesting the knowledge and skills acquired in the educational program.

Term paper may look like:

- Individual work, performed by one student;
- Group work, performed on a single topic by a group of 2-5 students, each of whom develops independently a certain part of the work.

### **2.2.2. Deadlines:**

2.2.2.1. Assignment to the student – December, 15

2.2.2.2. Submission of the preliminary report – April, 5

2.2.2.3. Submission of the final report – May, 15

### **2.2.3. Content**

The structure of the term paper depends on the content, however, in general, the following structure is recommended: title page, table of contents, statement of the author's individual contribution, confirmation of the originality of the term paper, introduction, chapters of the main part, conclusion, list of references, appendixes. The content of the chapters of the main part of the term papers should correspond to the topic of the work and fully disclose it.

The recommended amount of term paper is 40-60 pages of printed text (excluding the list of references and appendixes).

The list of references should include academic articles in foreign and domestic academic journals, books, statistics, corporate and research reports, etc. on the subject of the term paper. To search for additional literature, it is recommended to use library catalogs, electronic resources of the HSE library [library.hse.ru](http://library.hse.ru), Internet resources, etc. It is advisable to include academic sources published in the last 5 years.

### **2.2.4. Assessment**

The term papers is assessed by the supervisor and the defense commission.

Assessment of term paper takes place in accordance with the criteria and the evaluation formula (Appendix

1).

The final grade consists of the supervisor's assessment (25%) and the commission's assessment (75%).

2.2.5. In the process of internship, students can use information technologies, including design automation and software development tools used in a specialized organization, Internet technologies, etc.

Internship logistics are reflected in hands-on training contracts with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements during work.

2.2.6. In the context of restrictive or other measures, the internship is performed remotely in accordance with the instructions of the HSE and Russian Federation regulatory bodies.

## **2.3. Internship:**

### **2.3.1. Purpose and prerequisites**

Internship is an integral part of the educational process. This is an independent work of a graduate student under the guidance of a teacher and a specialist of the organization - the base of internship. The internship of the 2nd year students of the Master's program at the Graduate School of Business is carried out in accordance with the working curricula and schedules of the educational process in order to acquire professional skills by students, deepen and consolidate the knowledge gained in the process of theoretical training.

Internship lasts for 3 or 4 weeks, depending on the intensity.

The purpose of the Internship is to develop and consolidate the skills, acquired during the program, in international organizations and companies, through participation in the projects, related to international activities and operations, as well as in the implementation of organizational and managerial activities of international organizations and companies.

The practice aims to consolidate the knowledge acquired by the student and acquire practical skills and competencies in the field of professional activity.

### **2.3.2. Deadlines:**

2.3.2.1. Assignment to the student – December, 15

2.3.2.2. Submission of the interim report – February, 25

2.3.2.3. Submission of the final report - March, 25

### **2.3.3. Content**

The internship can take place on campus or offsite, and can be implemented under contracts with legal entities or at the Higher School of Economics.

The general management of the internship of master students is carried out by the academic supervisor of the master's program and / or his deputy. Individual guidance of the student's practice is carried out by the academic supervisor of his master thesis together with the head of the practice from the organization in which the student is taking it.

Responsibilities of the academic supervisor:

- 1) control over the research practice;
- 2) assistance in the selection and final clarification of the title of the research / project topic;
- 3) assistance in the development of the theoretical and methodological base of the research / project;
- 4) advise on the selection of literature, data collection and information retrieval, etc. ;
- 5) discussion of the interim results of the research / project, prepare and issue the necessary recommendations.

Responsibilities of the student:

- 1) follow the instructions of the supervisor;
- 2) comply with the agreed work schedule for the internship;
- 3) report in due time to the academic supervisor on the work done and present the results obtained;
- 4) promptly inform the manager of emerging problems and situations that may lead to a failure of the previously agreed deadlines for the performance of work;

5) take part in academic seminars, round tables, conferences, symposia and other events held during the internship at the Higher School of Economics, the internship organization and other organizations (as agreed with the academic supervisor).

The process of organizing and conducting an internship includes two stages.

Before starting internship, the student must choose:

- a) the topic of internship;
- b) place of internship.

The basis for the choice of the topic of internship are: the topic of the master's thesis and the characteristics of the base of the internship. The topic of internship is formulated by a master student in agreement with his supervisor.

The substantiation of the topic of internship should reflect: the purpose and objectives of the research / implementation of an applied project, the results expected to be obtained, as well as the specifics of the work (the need to obtain materials, use equipment, carry out business trips).

After agreeing on the topic of internship with the supervisor and the head of the department of the organization where the practice will be held, the master student submits an application for approval of the place of internship through the LMS or in another electronic way.

After approval of the topic of internship and agreement with the head of the place of the practice, the master student:

- draws up an individual plan, which indicates the purpose, objectives, content and planned results of the internship;
- draws up a Work Schedule (plan) for the internship as an attachment to the agreement with the organization or to the letter of acceptance, or as a separate document in the case of internship at the Higher School of Economics.

#### 2.3.4. Assessment

Upon completion of the internship, the student must submit to the program office within the specified time frame:

- a) internship report signed by the undergraduate and his supervisor; the structure and content of the report must comply with the requirements specified in this program (in terms of structure and content);
- b) recall of the head from the place of internship;
- c) an individual assignment for internship, signed by the undergraduate, the supervisor of the internship and the supervisor from the place of internship.

If any of the above requirements are not met within the established time frame, the internship will be assessed as unsatisfactory.

The internship of the master student is evaluated by the academic supervisor in accordance with criteria (Annex 2).

2.3.5. In the process of internship, students can use information technologies, including design automation and software development tools used in a specialized organization, Internet technologies, etc.

Internship logistics are reflected in hands-on training contracts with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements during work.

2.3.6. In the context of restrictive or other measures, the internship is performed remotely in accordance with the instructions of the HSE and Russian Federation regulatory bodies.



## **2.4. Consulting project:**

### **2.4.1. Purpose and prerequisites**

This course is practice-oriented and is structured as a simulation of a management consulting project for a multi-national company focusing on strategic business transformation. It integrates previously acquired multi-disciplinary knowledge and skills in strategic management, financial management, marketing and design thinking. Because the prior academic background of the first-year students of this program will be very diverse, it is essential to complete the required pre-reading (“Michael Porter. Competitive Strategy” and “Henry Mintzberg. Strategy Process”) before the start of the course.

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### **Learning Objectives**

The objectives are to develop the capabilities to formulate and structure external client consulting projects and organize their execution, including:

- Collect and process data necessary for completing a specific task
- Select and use consulting tools and methodologies to gather and process input data, analyze/interpret the results and provide structured recommendations
- Apply methods of quantitative and qualitative analysis and modeling, and of theoretical and experimental research
- Build and manage project teams, distribute roles and responsibilities
- Present findings and proposed initiatives to the client

### **Learning Outcomes**

- Understanding of a management consulting project: its structure, workflow breakdown, division of roles and responsibilities, milestones, intermediate results and final deliverables
- Ability to synthesize various disciplinary tasks (i.e. strategy, marketing, finance, organization, processes, technology etc.) into an integrated solution of a complex task for the client company
- Ability to apply core management consulting tools and methodologies such as SWOT analysis (re-cap), PESTLE model, 5 Forces model, 3D risk assessment matrix, value chain, business model and its components, operating model and its components, strategic transformation initiatives, interdependencies within a transformation program, implementation planning, cost and benefits analysis, high-level financial modelling for a transformation program, distribution of roles and responsibilities within the client’s senior team for implementation, RACI matrix etc.
- Team work, oral and written presentation skills.

### **2.4.2. Deadlines:**

2.4.2.1. Assignment to the student – November, 1

2.4.2.2. Submission of interim report – November, 30

2.4.2.3. Submission of final report – December, 20

### 2.4.3. Assessment

Final grades will reflect overall performance in the class, including engagement in classroom discussion, performance on individual and group written assignments and presentation of research findings. Since class discussions are an integral part of the course **attendance is mandatory**. The percentage weights used in calculating course grades are as follows:

Course Requirements	Weighting (%) or maximum points
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65-84	6-7	Good	The result is of a good standard with regard to the above mentioned aspects and lives up to expectations.
50-64	4-5	Satisfactory	The result is of a satisfactory standard with regard to the above mentioned aspects and lives up to expectations.
0-49	1-3	Fail	The result does not meet the minimum requirements with regard to the above mentioned aspects.

2.4.4. In the process of internship, students can use information technologies, including design automation and software development tools used in a specialized organization, Internet technologies, etc.

Internship logistics are reflected in hands-on training contracts with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements during work.

2.4.5. In the context of restrictive or other measures, the internship is performed remotely in accordance with the instructions of the HSE and Russian Federation regulatory bodies.

## **2.5. Master Thesis:**

### **2.5.1. Purpose and prerequisites**

Master thesis is an obligatory element of the educational program in a form of a research or project work of a student. Master thesis defense is a mandatory part of the final state examination.

The master thesis must demonstrate the necessary professional qualifications of graduates in the field of research, management, entrepreneurial and / or consulting activities.

Master thesis should be written on the basis of carefully developed academic, educational or professional literature on the problem under study. Master thesis should be distinguished by a critical approach to the study of literary sources. Material drawn from literary sources must be revised, organically linked to the topic chosen by the student.

The master thesis should be written on the basis of carefully processed empirical material on the problem under study. The master thesis should demonstrate the student's ability to use research methods learned in the disciplines of the curriculum. The involved empirical material should be documented (interview guides, scripts, calculations, videos, etc.) and presented in the Appendix to the master thesis.

The results obtained in the master thesis should have elements of scientific novelty and practical significance. The totality of the results obtained in such a work should indicate that its author has the skills of analytical, research or scientific-practical work in the chosen field of professional activity.

The main formats of master thesis are:

- Research format - research carried out in order to obtain new knowledge about the structure, properties and patterns of functioning of the studied object (phenomenon).
- Application format - identification and analysis of an applied problem, as a result of which a solution / product of an applied nature is proposed.

Master thesis can be based on a generalization of the results of the coursework performed by the author and contain materials collected by him personally during the period of practice.

Master thesis is carried out individually.

### **2.5.2. Deadlines:**

2.5.2.1. Assignment to the student – December, 15

2.5.2.2. Submission of interim report – April, 20

2.5.2.3. Submission of final report – May, 20

### **2.5.3. Content**

The volume of the master's thesis (without attachments) is at least 60 pages. The list of used literature is at least 50 titles, among which there must be at least 50-60% of articles in academic journals, including at least 33% in foreign (English-language) academic journals.

The general structure of a master's thesis depends on its format, but always includes the title page, confirmation of the originality of the master thesis, table of contents, short introduction, main part (divided into chapters), conclusion, bibliography and applications.

For master's theses of a research type, in the main part of the work, it is advisable to focus on the standard structure of a research article in a scientific journal, which usually includes:

- Introduction;
- Literature review;
- Methodology;
- Results;
- Discussion of the results obtained and directions for further research.

#### 2.5.4. Assessment

Reporting forms for a master's thesis are the text of the thesis, assessed by the supervisor and reviewer, and the defense of the course work, assessed by the commission.

Evaluation of course work takes place in accordance with the criteria and the evaluation formula (Appendix 1).

The final grade consists of the supervisor's grade (25%), the reviewer's grade (25%) and the commission's grade (50%).

2.5.5. In the process of internship, students can use information technologies, including design automation and software development tools used in a specialized organization, Internet technologies, etc.

Internship logistics are reflected in hands-on training contracts with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements during work.

2.5.6. In the context of restrictive or other measures, the internship is performed remotely in accordance with the instructions of the HSE and Russian Federation regulatory bodies.

### **Chapter 3. Organization of training for persons with disabilities and disabled people**

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

## Annex 1.

### Evaluation of MIM Term Papers and Master Dissertations

MIM term papers will be assessed and evaluated according to the criteria formulated in the table below. Three criteria apply for the research, undertaken by the student, and the report, and one criterion applies for the report presentation. Each criteria weights 25 % of the final grade. The term paper defence committee will use the diagram to decide on the grade of the master thesis. To determine the grade, the diagram is not imperative but rather guiding. Students are advised to check this diagram in the early stages of conceptualising their work.

Please circle what is applicable		1-3 (fail)	4-6 (satisfactory)	7-8 (good)	9-10 (excellent)
1. Quality of work	Research method/design	Unsystematic and/or no validated use of research and design methodologies. Insufficient/limited explanation.	Adequate use of research and design methodologies. Explained and justified.	Use of the right research and design methodologies. Well-explained and well justified.	Profound and critical use of research and design methodologies. Very clear and validated design. Excellent demonstration of research and design methodologies.
	Application/development of theory	Does not relate theory to the performed project. Has difficulties applying theory to the performed project.	Sufficiently applied theory in the performed project.	Has applied theory to the performed project.	Has integrated existing theory from different fields or sources into a new and original theoretical description/new design.
	Interpretation of the results	No sufficient interpretation and verification of the results. Conclusions are unconnected to the results and no or only minimal verification of the results has been carried out. Conclusions have sufficient link with results.	Findings are treated as straightforward and unproblematic. Verification has been carried out. Conclusions are based on the results.	Uses techniques for interpretation and verification in a mechanical way. Conclusions are based on results in a clear way.	Detailed interpretation and verification of the results. The conclusions are based on the results in a clear way and are extrapolated to a wider context.

	Academic significance	Work done is not reliable and cannot be communicated to the outside world. Work done has minimal scientific significance and should be checked and possibly redone before results can be communicated to the outside world.	Work done has some scientific significance. Work should be checked before it can be included in external reports or publications.	Results can be communicated without hesitation to the outside world. Work can be submitted as a conference paper, a journal publication or a patent.	Work can be communicated to the outside world. The paper has been submitted for review to be published in a highly ranked journal, or has been used in a patent application or in a grant submission.
	Remarks				
2. Performance	Critical attitude	Does not show or has limited critical attitude towards own results.	Has a sufficiently critical attitude towards own results, limited critical attitude towards literature and specialists.	Has a sufficiently critical attitude towards own results, literature and specialists.	Has a critical attitude towards own results, literature and specialists.
	Creativity	Has not attempted to make an original contribution to the project.	Has had at least one original contribution to the project not initiated or thought of by the supervisor.	Has come up with several original ideas, design options and/or concepts not initiated or thought of by the supervisor.	Has come up with many original ideas, design options and/or concepts not initiated or thought of by the supervisor.
	Initiative	Student shows no initiative at all. Student randomly picks up some initiatives and/or new ideas suggested by others (e.g. supervisor).	Student occasionally takes initiative, together with the supervisor, to extend or modify the research/design plan or to suggest an alternative method or approach.	Student takes initiative at multiple occasions to give his/her own input for the research/design plan or the followed method and approach.	Problem formulation, research/design plan, followed method and approach were essentially all initiated, selected and defined by the student.
	Interaction with peers/superiors	Has difficulty interacting with peers and superiors.	Sufficient interaction with peers and superiors.	Good interaction with peers and superiors.	Very good interaction with peers and superiors.

	Planning	Is not able to make and execute a project plan.	Is able to make and execute a project plan.	Is able to make and execute a good project plan.	Excellent project plan. Project time was not exceeded, not even in cases of unexpected circumstances.
	Remarks				
3. Report	Content	Report shows no coherence of content.	Report fulfils all requirements in terms of content.	Good report in terms of content.	Excellent report in terms of content.
	Form	Structure needs considerable improvement. General presentation of the content (text and figures) not very effective.	Structure is acceptable. General presentation of the content (text and figures) is satisfactory.	Clear structure. Good presentation of the content (text and figures).	Very well-structured document. General presentation of the content (text and figures) is very effective.
	Quality of writing	Poorly or Reasonably expressed argumentation. Document contains serious spelling and grammatical errors.	Sufficiently expressed argumentation. The document contains little spelling and grammatical errors.	Expressed and formulated well. Document has a nice flow. Document contains only minor spelling and grammatical errors.	Excellent expressed and formulated report. Document has a smooth flow with effective transitions. Spelling and grammatically error free.
	Independence in writing	The report required substantial and considerable input from the (principal) supervisor(s).	The report required significant input from the (principal) supervisor(s).	The report required some input from the (principal) supervisor(s).	The report required minimal input from the (principal) supervisor(s).
	Remarks				
4. Presentation & defence (defense committee only)	Content	Presentation lacks detail and does not support conclusions. Irrelevant information presented.	Presentation has sufficient detail to support conclusions.	Presentation has a good level of detail to support conclusions.	Presentation has the right level of detail to support the conclusions and to understand the recommendations.
	Form	Presentation is unstructured and chaotic. No (proper) use of visual aids. Logical structure of presentation is poor. Improvements	Logical structure of presentation is reasonable but needs some improvement. Sufficient use of visual aids.	Presentation has good logical structure, the essentials are separated from the ancillary. Good use of visual aids.	Presentation has excellent logical structure, the essentials are very well separated from the ancillary. Perfect use of visual aids.

		to the structure should be made. Use of visual aids can be improved.			
	Performance	Poorly expressed and formulated. Unclearly presented. Audience was ineffectively addressed.	Expressed and formulated adequately. Most of the time clearly presented. Audience was sufficiently addressed.	Well expressed and formulated. Clearly presented. Audience was well addressed.	Expressed, formulated and presented with great style, clarity and effectiveness. Audience was well addressed and engaged.
	Defence	Weak argumentation. Some questions got wrong answers or not fully answered.	Satisfying argumentation. A few questions could benefit from more thoughtful or complete answers.	Satisfying argumentation. Well answered questions. Not always complete.	Strong argumentation. Perfectly answered questions: thoughtful and complete answers.
	Remarks				



**Annex 2.****Criteria of assessment of internship**

Research-based master thesis	Project-based master thesis	Weight
a) the ability to identify and formulate research problems in the selected research area; b) the ability to review previous research by domestic and foreign academics.	a) the ability to identify and formulate urgent problems of the object of development / practice; b) the ability to review the best practices of companies and relevant research, domestic and foreign academics.	0,1
a) the ability to select the appropriate design and research methods; b) the ability to substantiate the methods and techniques selected for research.	a) the ability to choose an appropriate approach to solving the organization's problem; b) the ability to justify the chosen methods of solving the problem	0,1
a) the ability to form an information base for research; b) the ability to use modern methods of information processing; c) the ability to analyze the results obtained, evaluate hypotheses and formulate conclusions and directions for further research, prepare academic texts (preprints) based on the research results.	a) the ability to form an information and regulatory framework for solving a problem; b) the ability to use modern methods of information processing; c) the ability to formulate a strategy and a roadmap for solving the problem based on the results of the analysis, to prepare the necessary management documents.	0,2
a) academic novelty of the results obtained b) the degree of independence of the presented study c) the degree of completion of the work.	a) consistency and practical significance of the development; b) degree of development autonomy c) the degree of completion of the work.	0,3
the degree of completeness of the presented sources on the topic of practice		0,1
literacy of presentation and professionalism of report preparation		0,2
Total:		1,0