

Internship Program for students 2024 and 2025 intake

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Master in International Management program
Approved by the Academic Council
of Master in International Management Programme*

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

The internship program is prepared in accordance with:

- Regulations on practical training of students of the main educational programs of higher education - Bachelor's, Specialist's and Master's programs of the National Research University "Higher School of Economics" (hereinafter - Regulations);
- Regulations on Preparation of Term Papers and Final Qualification Papers for Master's Degree Programs in 38.03.02 "Management" and 38.04.05 "Business Informatics" of Higher School of Economics (hereinafter "Regulations")

Section 1: General Information:

Year	Type of practice	Type of practice	Compulsory /Non-compulsory	Fixed /Flexible	Number of CTS	Number of hours	Period
1	Project	Project "Business Plan of International project"	Compulsory	Fixed	6	228	1 st year, 3-4 module
1-2	Professional	International Practicum	Compulsory	Fixed	3	114	1st-2nd year
2	Professional	Internship	Compulsory	Fixed	6	228	2 nd year, 3 module, 9 weeks
2	Scientific and research	Master Thesis	Compulsory	Fixed	15	566	2 nd year, 2-4 module

Section 2: Description of Practice Content

2.1. Project "Business Plan of International Project" (1st year):

2.1.1. Purpose, tasks, prerequisites

This course is practice-oriented and is structured as a simulation of a management consulting project on business internationalization. It integrates previously acquired multi-disciplinary knowledge and skills in international strategic management, financial management, international marketing and project management etc. This course is implemented in the first year with the support of the "Mentor's Seminar".

In addition, this course provides fundamentals of the management consulting project organization in the field of international management, 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 of the 1st year.

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 in the field of international activities of business: 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. Dates of control points (1st year):

- Signing assignment to student - January 15

- Submission of interim version - April 10
- Submission of final text/report - June 5

2.1.3. Course Plan

Course plan (1st year, 3rd-4th modules) "Business Plan of International Project"

№	Topics	Number of hours
1.	Company Analysis <ul style="list-style-type: none"> • Overview of the company's legal structure, history, mission, and ownership. • Assessment of current internationalization level and motivation for international expansion. • Evaluation of internal capabilities and resources for expansion (human, financial, technological). • Product analysis: competitiveness, capacity for export, logistics, after-sales, etc. 	40
2.	Market and Competitive Analysis <ul style="list-style-type: none"> • Market potential • Competitor landscape • Regulatory environment • Distribution infrastructure • In-depth assessment of the selected country's macro-environment (political, legal, economic, socio-cultural, technological, environmental). • Target consumer profile and behavioral characteristics. • Identification of barriers to entry (tariffs, regulations, logistics). • Mapping of key competitors in the target market. • Identification of competitive advantages and disadvantages etc. 	80
3.	Entry Strategy Analysis <ul style="list-style-type: none"> • Evaluation of entry modes (export, JV, subsidiary, franchising, etc.). • Cost-benefit assessment of entry options. • Risk analysis and mitigation strategies. • Justification of recommended market entry strategy etc. 	46
4.	Operational Planning, Risk Assessment and Implementation <ul style="list-style-type: none"> • Assessment of necessary operational activities. • Financial planning: budget estimation, expected ROI. • Identification of risks and potential obstacles. • Development of mitigation strategies and contingency plans. • Social and environmental impact considerations. • Timeline and roadmap of implementation. 	60
3.	Presentation of the final result of the project to the client (MS PowerPoint slides supported by an oral presentation, written report). Defend the project publicly. Answer the client's questions, justify each conclusion/confirmation. Comments of the client.	2
	TOTAL	228

2.1.4. Evaluation and reporting (forms of reporting on EPP, evaluation formula, the fund of assessment tools for interim certification of students).

*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 (Including homework tasks & assignments)	30%
Final presentation and report Assessed on: Knowledge of key concepts/theories applied to business internationalization; Organization/logical sequence of presentation and supporting data; Originality of the project; Design of presentation; Presentation skills; Teamwork; Response to questions.	70%
TOTAL	100%

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.

Criteria for evaluation of the course project

Assessment structure

Value	Elements of control
4/10	Written business plan- evaluation from the course project coordinator and the representative of the company (50/50)
6/10	Defense of the course project

2/10	Evaluation from the academic jury
4/10	Evaluation from the representative of the company

2.1.5. In the process of passing the EPP students can use information technologies, including design automation and software development tools used in the profile organization, AI, Internet-technologies, etc.

Material and technical support of EPP is reflected in the contracts for practical training with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as safety requirements when carrying out works.

2.1.6. In conditions of restrictive or other measures, the EPP is performed remotely in accordance with the instructions of the regulatory bodies of the Higher School of Economics and the Russian Federation.

Other materials and other information at the developer's discretion.

2.2. International Practicum:

International Practicum is a hands-on learning experience where students apply theoretical knowledge in a real-world setting under supervision to gain practical skills and experience in international environment. It may include long-term and short-term international mobility programs, online and offline international projects with international corporate and educational partners allowing students to develop skills and understanding in their field of study. Among these skills – professional use of foreign languages, ability to work and study in multicultural environment, global minding and critical thinking.

International Practicum may be implemented at any time of 2 years of studies and must be confirmed by a report valid 3 Credits with the mark “passed”/”failed”.

Structure of the International Practicum report

Structure parts	Comments
Title page	Appendix 2.
Table of contents	Appendix 2.
Introduction	Purpose and objectives of the practicum
Main part	Includes content and description of the results
Conclusion	Main learning and practical outcomes
Appendix	The materials of the report not included in the main text (presentation, pictures, documents etc.)

2.3. Internship:

2.3.1. Purpose, objectives, prerequisites of practice

Internship or educational practice (hereinafter - EP) is an integral part of the educational process. It is an independent work of a Master's student under the guidance of a teacher and a specialist of organization - the base of internship. EP for the 2nd year students of Master degree programme at Higher School of Business is spent according to the working curricula and schedules of educational process with the purpose of gaining by students of skills of professional work, deepening and strengthening of knowledge got during theoretical teaching.

EP is calculated by duration for 9 weeks.

EP is an integral part of the educational program of master's training and is mandatory for implementation.

The purpose of EP is the development and consolidation of the skills obtained during the study program, while working in international organizations and companies, participating in the development of projects related to international activities and operations, as well as in the implementation of organizational and managerial activities of international organizations and companies.

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

2.3.2. Dates of control points:

- Signing of the assignment to the student - December 15
- Submission of the intermediate variant - February 25
- Submission of final text/report - March 20

2.3.3. Content, peculiarities of mastering (e.g., the practice is stationary or on-site, conducted mainly at HSE or under contracts with legal entities).

Internships can be stationary or field-based, carried out under contracts with legal entities or at HSE.

It is not allowed to pass practice in IE (individual entrepreneurs), in own company or in the company of a relative (heirs of the first and second order). The organization, where the student is interning, should meet the following requirements:

- number of employees of the organization - not less than 50 people, the limit value of income for the previous calendar year - from 100 million rubles, or, if this criterion is not met - the organization is part of an international / Russian network of firms;
- the period of existence of the business - not less than 3 years.

In case the organization does not correspond to these criteria, the student must obtain a written approval of the Academic advisor with the justification of the possibility of carrying out the professional practice in the organization.

General management of the internship is carried out by the academic supervisor of Master Program and/or his/her deputy. Individual management of the student's internship is performed by the head of his/her graduate qualification work together with the internship supervisor from the organization where the student takes it.

Duties of the supervisor in terms of supervising the research internship:

1. supervise the passage of the research internship;
2. assist in selection and final clarification of the formulation of research/project topic;
3. assist in development of theoretical and methodological basis of research/project;
4. advise on literature selection, data collection and information retrieval, etc;
5. conduct discussion of intermediate results of the research/project, prepare and give necessary recommendations.

Duties of the student on the EP:

1. to follow the instructions of the supervisor;
2. to comply with agreed calendar plan-schedule of works on practice;
3. report to the supervisor about the work done and present the results obtained within the established terms;
4. timely inform the supervisor about arising problems and situations that may entail the failure of previously agreed terms of work;
5. take part in the work of scientific seminars, round tables, conferences, symposiums and other events held during the period of practice in HSE, organization-base of practice and other organizations (by agreement with the supervisor).

The process of organizing and conducting the internship includes two stages. Before start of practice the student should choose:

- a. the topic of practice;

b. place of practice.

The basis for choosing the theme of EP are: the theme of master's thesis and characteristics of base of practice. The theme of practice is formulated by a master's student in agreement with his/her supervisor.

In the justification of the topic of practice should be reflected: the purpose and objectives of scientific research / realization of the applied project, results supposed to be received, and also features of performance of work (necessity of reception of materials, use of the equipment, realization of business trips).

After coordination of the theme of practice with the scientific supervisor and the head of division of the organization where practice will be carried out, the undergraduate submits the application for approval of place of practice through LMS or by other electronic means.

After approval of the internship theme and coordination with the head of the department where the internship will be performed, the master student

- draws up an individual task, which specifies the purpose, tasks, content and planned results of the practice;
- makes up the Work schedule (plan) of the internship as an appendix to the contract with the organization or to the letter of acceptance or as a separate document in case of internship in HSE.

2.3.4. Evaluation and reporting (forms of reporting on EPP, evaluation formula, fund of evaluation tools for interim certification of students).

Upon completion of the internship, the student must submit to the study office within the established deadline:

1. a practice report signed by the master student and his/her supervisor; the structure and content of the report must meet the requirements specified in this program (in terms of structure and content);
2. review of supervisor from the internship site;
3. individual task for internship signed by Master students, academic supervisor and internship site supervisor.

If any of above-mentioned requirements is not satisfied in due time, the master's work in internship will be evaluated as unsatisfactory.

The results of the master's internship are evaluated by the supervisor on a 10-point scale.

Structure of the practice report

Structure parts	Comments
Title page	Appendix 2.
Table of contents	Appendix 2.
Introduction	Purpose and objectives of the internship
Main part	Includes description of the company, main tasks and main results of the internship
Conclusion	Proposals, learning outcomes

References	Bibliographic description of literature and sources (optional).
Appendix	The materials for the theoretical and practical (experimental, project) parts of the report that are not included in the main text.

Criteria for evaluating the report on training practice

(assessment is made on a 10-point scale)

Main components for evaluation		Weight coefficient
Research type of Master's thesis	Project type of Master's thesis	
a) ability to identify and formulate current research problems in the chosen field of study; b) ability to make a review of previous studies of domestic and foreign scientists.	(a) Ability to identify and articulate relevant problems of the subject of development/practice; (b) Ability to review best practices of companies and relevant research, domestic and foreign scholars	0.1
(a) Ability to choose appropriate research design and methods; (b) The ability to justify the methods and techniques chosen for the study.	(a) The ability to choose an appropriate approach to solving an organizational problem; (b) The ability to justify the chosen methods of solving the problem	0.1
(a) Ability to form the information base of the study; b) ability to use modern methods of information processing; c) ability to analyze the results, evaluate hypotheses and formulate conclusions and directions for further research, prepare academic texts (preprints) on the results of research.	Ability to form an information and normative base for problem solving; b) Ability to use modern methods of information processing; c) ability to formulate a strategy and roadmap for solving the problem based on the results of the analysis, to prepare the ability to formulate a strategy and a road map for the problem solution on the basis of the analysis results and to prepare the necessary managerial documents.	0.2
(a) Scientific novelty of the results obtained (b) The degree of independence of the research presented (c) The degree of completion of the work.	(a) The systematicity and practical relevance of the development; (b) The degree of independence of the development (c) The degree of completion of the work.	0.3
Degree of completeness of the sources on the topic of practice		0.1
Literacy of the presentation and professionalism of the report		0.2
Total:		1.0

The level of evaluation should correspond to the level of work and the materials presented in the report: collected and processed analytical materials, their compliance with the subject of the thesis, the presence of elements of scientific novelty and practical significance, the collected and processed literature.

Excellent marks (10-8 points) are given if the requirements for scientific research practice are fulfilled in full, in due time, a high degree of readiness of the materials submitted for inclusion in the master's thesis.

Good marks (7-6 marks) are put at presence of separate defects and shortcomings, detection of incompleteness or incompleteness of the presented materials.

Satisfactory marks (5-4 points) are given if incompleteness, submission of poor quality material requiring substantial revision, weak degree of its readiness for inclusion in the master's thesis are detected.

Graduate students who receive an unsatisfactory grade (3 points and below) are regarded as not completing the internship program for unexcused reasons and have not provided reporting materials and are subject to expulsion from the university for academic debt in the manner prescribed by the Regulations of the Higher School of Economics.

The final grade for the educational practice is entered into the examination record, equated to the grades (credits) for theoretical training and taken into account when summing up the overall performance of a master's student in the second year of study.

Master students who have not completed the internship program for a valid reason are sent to practice again, in their free time. Master students who failed to complete the internship program without a valid reason or received a negative grade can be expelled as having academic debts in the order provided by the Regulations of the Higher School of Economics.

2.2.5. While passing the EPP students can use information technologies, including means of design automation and software development used in the profile organization, Internet-technologies, etc. Material and technical support of EPP is reflected in the contracts for practical training with individual organizations. The specified material and technical support must meet the current sanitary and fire safety standards, as well as the requirements of safety when carrying out works.

2.2.6. In conditions of restrictive or other measures, the EPP is carried out remotely in accordance with the instructions of the regulatory bodies of Higher School of Economics and the Russian Federation.

2.4. Master Thesis:

2.4.1. Purpose, objectives, prerequisites of EPP

The FQW is an obligatory element of the educational program, a form of research and design work of the student. The defense of the graduate thesis is a compulsory part of the GIA. Master's thesis is carried out in the form of a master's thesis.

Master's thesis must demonstrate the necessary professional qualification of graduates in the field of research, management, entrepreneurial and/or consulting activities.

Master's thesis must be written on the basis of thoroughly researched scientific, educational or professional literature on the problem under study. The thesis must be distinguished by a critical approach to the study of literary sources. The material drawn from literary sources must be redesigned, organically linked to the topic chosen by the student.

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

The results obtained in the thesis should have elements of scientific novelty and practical relevance. The totality of the results obtained in such 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 a graduate 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).
- *Applied format* - identification and analysis of applied problems, as a result of which a solution/product that has an applied nature is proposed.

The graduate qualification work may be based on the generalization of the results of course work performed by the author and contain materials collected by him/her personally during the internship.

The graduate qualification work is performed individually.

2.4.2. Control point dates:

The schedule of Master's thesis preparation is shown in Appendix 2.

2.4.3. Content, peculiarities of the master's thesis development

The volume of Master's thesis (without appendices) - **not less than 70 pages** (at least 95 thousand characters with spaces, created in accordance with the specifications in the Conditions). The list of references - not less than 50 titles, among which there must be not less than 50% of articles in foreign (English-speaking) academic journals.

The general structure of master's thesis depends on its format (research or applied), but always includes a title page, confirmation of the originality of the thesis, table of contents, brief introduction, the main part (divided into chapters), conclusion, list of references and appendices.

For master's theses of research type in the main body of the work it is recommended to be guided by the standard structure of a research article in a scientific journal, which usually includes:

- An extended Introduction;
- A literature review;
- Description of the research methodology;

- The results obtained (Results);
- A discussion of the findings and the direction of future research.

For project-based research master's theses, the main body typically includes:

- Description of the organization's management/organizational development problem—the basis for practice, the formulation and justification of the relevance of the management development project in the organization, and the definition of its main objectives;
- A systematic review of relevant company practices in addressing the stated management development problem in the organization, as well as relevant academic publications;
- Description of the conducted diagnostic study of the organization;
- Description of the choice and justification of the project design and the method used to solve the organizational problem;
- Description of the proposed solution to the stated management problem, the formation of strategies, management structures, policies, regulations, and procedures.

2.4.4. Assessment and reporting (forms of reporting on EPP, evaluation formula, assessment tools for interim certification of students).

Forms of reporting on the master's thesis are the midterm (draft) and final texts of the thesis.

Midterm assessment - presentation of the midterm (draft) version of the thesis to the supervisor no later than April 13; assessment (pass/fail) is carried out in accordance with the general criteria for assessing the Master's thesis (the final qualifying work) by the supervisor (under the coordination and control of the academic director of the program).

Research-format Master's theses are evaluated according to the following general criteria:

1. correctness of the formulation of the problem and its relevance to the study programme profile;
2. structure of the work;
3. logic of the presentation of the material;
4. terminological clarity of conceptual system;
5. degree of correspondence of the research methods to the purpose and tasks of the work;
6. depth of analysis of the data used in the work;
7. correctness of application of research methods;
8. practical relevance / scientific novelty of the work results;
9. possibility of further research on the topic of the paper;
10. paper layout in accordance with the Special Features of course work and graduate qualification works of students studying on undergraduate and graduate programs at the Higher School of Business of the National Research University "Higher School of Economics".

Master's thesis in project format is assessed in accordance with the following general criteria:

1. correctness of the problem formulation and its correspondence to the profile of EP, relevance of the problem for the organisation - base of practice;
2. systematicness of the review of relevant company practices;
3. depth of analysis of business environment of the organization;
4. degree of correspondence of the organization problem solving technique to the purpose of work;
5. correctness of usage of methods of solving the problem;
6. level of elaboration of practical conclusions and recommendations;
7. proposals for implementation and description of possible effects of implementation;

8. structure of the work;
9. logic of the presentation of the material;
10. paper layout in accordance with the Special Features of course work and final qualifying works of students studying on undergraduate and graduate programs at Higher School of Business of National Research University "Higher School of Economics".

The educational program may specify the evaluation criteria for the coursework. In this case, the EP Internship Program defines the evaluation criteria.

The final assessment for the master's thesis is exposed by the commission according to the results of the defense. When putting the final grade, the Commission at its discretion takes into account the marks given by the supervisor and reviewer, as well as the strengths and weaknesses of the work indicated in their reviews.

2.4.5. During the course of EPP students can use information technologies, including means of design automation and software development used in the profile organization, Internet technologies, etc.

Material and technical support of EPP is reflected in the contracts for practical training with individual organizations. The specified material and technical support must meet the current sanitary and fire safety norms, as well as the requirements of safety when carrying out works.

2.4.6. In conditions of restrictive or other measures, the EPP is carried out in a remote format in accordance with the instructions of the regulatory bodies of the Higher School of Economics and the Russian Federation.

2.4.7. Methodological recommendations for the preparation of coursework on the educational program "International Management" are mentioned in the Requirements for the preparation of coursework and graduate qualification works of students enrolled in undergraduate and graduate programs at the National Research University "Higher School of Economics", approved by the Academic Council of the Higher School of Business, Minutes № 11, 23.11.2022.

Section 3: Peculiarities of organizing training for students with disabilities and persons with disabilities

Practical training of students with disabilities is organized taking into account the peculiarities of psychophysical development, individual capabilities and state of health.

Appendix 1.

Peculiarities of the implementation of Master's thesis on the study programme

1.1. The main objectives of implementation of Master's thesis as an element of practical training of Master's programme students are:

- 1.1.1. application of modern methods of scientific or applied research by students;
- 1.1.2. development of skills of independent analytical, research and scientific and practical work;
- 1.1.3. consolidation, systematization and integration of theoretical knowledge and practical skills in EP profile and training direction;
- 1.1.4. preparation of students for practical activity in business at strategic level of management;
- 1.1.5. assessment of the degree of graduates' competences formation, stipulated by EP Passport.

1.2. The recommended volume of a Master's Thesis, designed in accordance with the requirements set forth in the Requirements, is fixed in the Programme of Internship of EP.

1.3. The minimum length of a thesis (excluding references and appendices) is 70 pages or 95 thousand characters with spaces, designed in accordance with the requirements set forth in the Requirements.

1.4. The structure of the main body of a research format abstract corresponds to the standard structure of a research article in a scientific journal and, as a rule, includes:

- 1.4.1. extended introduction;
- 1.4.2. literature review;
- 1.4.3. description of research methodology;
- 1.4.4. obtained results;
- 1.4.5. discussion of the results and directions for further research.

1.5. The structure of the main part of a project-format paper, as a rule, includes

- 1.5.1 description of the problem of the organization - base of practice in the direction of student's training, statement and justification of the relevance of the project of management development in the organization and determination of its main objectives;
- 1.5.2. systematic review of relevant company practices in terms of solving the formulated problem of management development in organisation and relevant academic publications;
- 1.5.3. diagnostic study of internal and external environment of the organization;
- 1.5.4. selection and justification of the project design and the used methodology for solving the organization's problem;
- 1.5.5. proposed solution of the management problem; formation of strategies, management structures, policies, regulations and procedures, evaluation of solution effectiveness.

1.6. The list of references must include at least 50 titles, of which at least 50-60% must be articles in academic journals, including at least 33% in foreign (English-language) academic journals.

1.7. The results obtained in the project format abstracts may have elements of scientific novelty. The results obtained in research-format abstracts must have elements of scientific novelty.

Additions to the PROGRAMS OF PRACTICE for the Master's degree programs

Master's term papers are evaluated on a 10-point scale according to the following general criteria

1. Correctness of the problem formulation and its conformity with the profile of the EP;
2. Structure of the work;
3. Logic of the presentation of the material;
4. Terminological clarity of the conceptual apparatus;
5. The degree of consistency of the research methods with the aims and objectives of the paper;
6. Depth of analysis of the data used in the paper;
7. Correctness of the application of research methods;
8. Practical significance/scientific novelty of the results of the work;
9. the possibility of further research on the topic of the paper;
10. Execution of the work in accordance with the peculiarities of the preparation of term papers and graduate qualification works of students studying in bachelor's and master's degree programs at the Higher School of Economics of the National Research University "Higher School of Economics".

Research-format Master's theses are evaluated according to the following general criteria:

1. correctness of the formulation of the problem and its relevance to the study programme profile;
2. structure of the work;
3. logic of the presentation of the material;
4. terminological clarity of conceptual system;
5. degree of correspondence of the research methods to the purpose and tasks of the work;
6. depth of analysis of the data used in the work;
7. correctness of application of research methods;
8. practical relevance / scientific novelty of the work results;
9. possibility of further research on the topic of the paper;
10. paper layout in accordance with the Special Features of course work and graduate qualification works of students studying on undergraduate and graduate programs at the Higher School of Business of the National Research University "Higher School of Economics".

Master's thesis in project format is assessed in accordance with the following general criteria:

1. correctness of the problem formulation and its correspondence to the profile of EP, relevance of the problem for the organisation - base of practice;
2. systematicness of the review of relevant company practices;
3. depth of analysis of business environment of the organization;
4. degree of correspondence of the organization problem solving technique to the purpose of work;
5. correctness of usage of methods of solving the problem;
6. level of elaboration of practical conclusions and recommendations;
7. proposals for implementation and description of possible effects of implementation;
8. structure of the work;
9. logic of the presentation of the material;
10. paper layout in accordance with the Special Features of course work and final qualifying works of students studying on undergraduate and graduate programs at Higher School of Business of National Research University "Higher School of Economics".

The educational program may specify the evaluation criteria for the coursework. In this case, the EP Internship Program defines the evaluation criteria.

The coursework supervisor evaluates the coursework according to the same criteria as the EP academic supervisor or a committee formed by his/her decision. The supervisor also evaluates the process of its implementation and the quality of interaction between the student and the supervisor.

The final assessment for the master's thesis is exposed by the commission according to the results of the defense. When putting the final grade, the Commission at its discretion takes into account the marks given by the supervisor and reviewer, as well as the strengths and weaknesses of the work indicated in their reviews.

Appendix 2

Schedule for master's thesis completion (January-June 2026)

№	Stages	Terms
1	Completion of the internship	January 12 - March 13
2	Submission of the Internship Report	March 14-20
3	Supervisor changes	March 14
4	Assignment of reviewers	No later than one month before thesis defense (late April)
5	Change/clarification of the topic of the thesis (the topic is fixed by order of the academic director of the program)	April 14
6	Submitting the midterm version of the thesis to the supervisor for interim evaluation (pass/mot pass)	April 13
7	Retakes of interim assessment "Midterm version of Master's thesis" 1 st retake 2 nd retake (commission) 3 rd retake (justified absence)	April 20 April 27 May 11
8	Issuance of the order "On the students' full completion of the Educational Programme" (this applies to all students who have mastered the origramme and successfully passed the "Element of Educational Plan Preparation of the Final Qualifying Work")	End of April-May
9	Issuance of the order on Final State Assessment of programme students with the schedule of State Examination Commissions	30 days prior the first 3a thesis defense
10	Issuance of the order on admittance of students to the Final State Assessment	By May 14
11	Submitting the final version of the thesis and annotations to the supervisor by uploading the thesis to the anti-plagiarism system	May 14 by 6 pm
12	Receiving the academic supervisor and reviewer reviews (uploaded for students' acknowledgment)	Not later than 5 calendar days before the thesis defense date
13	Thesis defense	May 28 - June 11

Appendix 2.

FEDERAL STATE AUTONOMOUS
EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

NATIONAL RESEARCH UNIVERSITY
"HIGHER SCHOOL OF ECONOMICS"

Graduate School of Business

Subject area 38.04.02 "Management"

Educational Programme "Master in International Management"

Internship*/Project*/Practicum Report

Completed by:
Group Student No. ---
First and Last Name

Grade Awarded: --

*Reviewed by:

First and Last Name
Internship/Company supervisor

First and Last Name
Academic Supervisor, GSB HSE

(signature)
__._.2025

(signature)
__._.2025

MOSCOW, 2025

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FEDERAL STATE AUTONOMOUS
EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

NATIONAL RESEARCH UNIVERSITY
“HIGHER SCHOOL OF ECONOMICS”

Graduate School of Business

First and last name

TOPIC

MASTER’S THESIS

Subject area 38.04.02 “Management”

Educational Programme “International Management”

Academic Supervisor
First and Last Name
Professor/ Associate Professor

Moscow, 2025