

## **GUIDELINES FOR WRITING THE TERM PAPER**

**Educational Programme «International Business and Management Studies»**

## **1. GENERAL REQUIREMENTS FOR THE TERM PAPER**

The Term Paper must be written in English.

The Term Paper may be completed either individually or in groups of 2 or 3 students. The structure of the Term Paper and required length are the same both for individual and group projects regardless of the number of students and regardless of the format.

The recommended length of the Term Paper is 8,000 — 15,000 words.

The format of the Term Paper must correspond to the requirements given in this document.

The Term Paper may be written in one of the three formats:

### **1.1. Article format (research article / manuscript)**

The term paper should be in the form of a research article and should be based on empirical research that attempts to obtain new knowledge about the structure, properties or empirical regularities of the object of the research. Students who write their term paper in the form of a research article must submit together with the term paper a copy of the author guidelines for the relevant journal<sup>1</sup>. In most cases, these guidelines are available on the journal's website. For the format of the term paper, students may not use a journal included in the blacklist of HSE University: [https://scientometrics.hse.ru/en/list\\_z](https://scientometrics.hse.ru/en/list_z). In case of any contradictions between author guidelines provided by the journal and the requirements listed in this document, the journal guidelines have the second priority.

### **1.2. Consulting format**

Consulting format implies developing a solution to a practical problem based on a comprehensive analysis of an active company. The formal company request (a letter from the company) is required to conduct this format of Term Paper.

This format may be used only if the project of the term paper is based on and proposed by a real, active company (which is certified by the abovementioned letter) and is formally approved by both the student's academic supervisor and the academic council of the programme "International Business and Management". Please be aware that your suggested topic/project might not be supported if suggested activities and project outcomes do not

---

<sup>1</sup> For a list of relevant journals, please use the websites <https://charteredabs.org/academic-journal-guide-2021-view> <https://scientometrics.hse.ru/goodjournals/>

correspond with the managerial competences as stated in the educational standards of HSE. This format involves analysing a problematic situation, using a clear-cut research framework, applying (or developing, if relevant) a set of tools that can be used to solve the real business challenges and making recommendations for how to use these tools to solve these challenges. With this format, the term paper is required to have practical significance (i.e. managerial implications) and be based on the analysis of an active operating company.

**Required documents:**

**Step 1.** In order to get your suggested term paper topic approved, the formal request should be submitted in the form of the official letter in written form (paper original) stating that: the following students (state your full names) are participating in the following project (state the name of the project) realization upon company request, the company is willing to provide necessary support and/or information for the realization of consulting project, the supervisor from the company would be (state full name and position), and the projects outcomes will be used by the company within their operations.

**Step 2.** After your suggested term paper topic has been approved by Academic supervisor and/or Academic Council, the formal technical task for the project's realization should be submitted in written form (as a letter, or independent document) signed and sealed by the company.

In the final version of the term paper, the documents (letter of request and technical task)

signed by the company must be attached to the “appendices” section.

## 2. TIMELINE FOR TERM PAPER PREPARATION

**Table 1. Timeline for term paper preparation: student-supervisor communication**

	<b>Stages of preparing the term paper with the supervisor</b>	<b>Deadline</b>
1.	Research proposal: the proposed plan should be presented and sent to the research advisor	December 15
2.	The second submission of the research proposal to the research advisor in case of a major revision	December 25
3.	The final topic of the term paper should be approved by the supervisor	March 1
4.	The first draft of the Term Paper to be sent to the research advisor	April 1
5.	The final text of the Term Paper to be sent to the research advisor	May 1
6.	The final presentation file for the term paper defence to be sent to the research advisor	May 1

Please note that the abovementioned deadlines refer solely to the student-advisor interactions. There are several official university deadlines that you have so strictly follow while preparing for the term paper defence. Specific deadlines are set each academic year for the students graduating within the corresponding academic year, and are communicated to the students by the study office via official channels of communication (HSE electronic systems). Please be aware of the following obligatory stages of your graduation process listed below.

**Table 2. Timeline for the term paper preparation: obligatory dates at HSE University**

	<b>Stages of preparing for the Term Paper defence: HSE University deadlines</b>	<b>Approximate deadlines<sup>2</sup></b>
1.	Choosing the term paper topic and your supervisor via HSE	October 10 – November 20
2.	Uploading Research proposal to the HSE electronic systems	March 1 – March 15
3.	Final dates for updating the information about chosen supervisor via HSE electronic systems	March 15 – April 1

---

<sup>2</sup> Specific deadlines are set each academic year independently and communicated to the students by the study office via HSE official electronic systems.

	<b>Stages of preparing for the Term Paper defence: HSE University deadlines</b>	<b>Approximate deadlines<sup>2</sup></b>
4.	Final dates for updating the information about final term paper topic via HSE electronic systems	April 15 – May 1
5.	Uploading the final text of the Term Paper and the final presentation file for the Term Paper defence to the HSE electronic systems	May 10 – May 25
6.	Uploading the Supervisor's Report to the HSE electronic systems for the state examination boards <sup>3</sup>	May 25 – May 30
7.	Term Paper defence procedures	June 1 – June 15

### 3. TERM PAPER STRUCTURE REQUIREMENTS

#### 3.1. The Term Paper consists of the following parts:

- ∉ abstract
- ∉ introduction
- ∉ main body<sup>4</sup>
- ∉ conclusion
- ∉ references
- ∉ appendices, if relevant

The structure of the work for three different formats is the following:

**Table 3. Recommendations for the term paper structure in the article format.**

<b>Component</b>	<b>Recommended %, as a % of the entire term</b>
Introduction, including research question(s)	15%
Literature review	20%
Methods and Data	25%
Results	15%
Discussion	15%
Conclusion	10%

<sup>3</sup> This step is done by the term paper supervisor. Please make sure that the supervisor's report is available for the State Examination Commission (SEC) in the HSE electronic systems no later than 2 days before the date of the defence.

<sup>4</sup> The structure of the Main body depends on the term paper format (see Section 4).

**Table 4. Recommendations for the term paper structure in the consulting format.**

<b>Component</b>	<b>Recommended %, as a % of the entire term</b>
Introduction	10%
Literature review	25%
Analysis of the situation	30%
Project section	25%
Conclusion	10%

### **3.2. Abstract**

The **Abstract** is a short description of the purpose, methods, main results and contribution of the Term Paper. The abstract should be between 200-300 words<sup>5</sup>. The abstract should be placed before the introduction to the main body of the Term Paper.

### **3.3. Introduction**

The **Introduction** should contain the following:

- ∉ research background and motivation (how the term paper differs from prior research on the topic: the extent to which prior studies have analysed the topic of the term paper, and what is new about the analyses in the term paper);
- ∉ the research problem which is relevant and linked to the specified context;
- ∉ the relevance of the research problem to the specified context must be justified in a separate paragraph;

---

<sup>5</sup> <https://www.emeraldgrouppublishing.com/how-to/authoring-editing-reviewing/write-article-abstract>

- ≠ a research question grounded in the specified research context;
- ≠ the methods that will be used to address the research question;
- ≠ the proposed managerial implications and scientific contribution;
- ≠ the outline of the subsequent sections (1 paragraph in the end of the introduction).

After the Introduction, research background, research motivation, research question(s), managerial implications and scientific contribution of the term paper relative to prior studies should be clear.

In contrast to the guidelines for the project proposal defence, introduction to the articles in Economics and Management research domain does not imply stating your hypotheses, which must be included strictly to the literature review section.

The *managerial implications and scientific contribution of the term paper* relates to the importance of the solution for the research problem (“so what” question). When discussing the practical significance, the term paper should contain a discussion of (1) the importance of the analysed problem for companies and/or policy makers; (2) the potential contribution of the results of the term paper to increasing the efficacy of organisations, etc. When discussing scientific contribution, the term paper should outline the academic value of the research: (1) within which research streams the term paper is positioned, i.e. what is already known from the extant research on the topic and (2) the way the term paper advances the knowledge on the chosen topic.

The last paragraph of the introduction section should contain an outline of all of the sections in the document.

### 3.4. Main Body

The structure and content of the **Main body** of the Term Paper depend on the format of the term paper (Section 4).

### 3.5. Conclusion

Regardless of the format, the final section is the **Conclusion**. In this section, students are required to summarise the theoretical and empirical parts of the term paper and to outline potential directions for future research depending on the chosen format (Section 4).

The conclusion should contain the following:

- a brief summary of the conducted analysis based on the research focus;
- a more generic (as opposed to results section) summary of the main results;
- theoretical contribution of the research together with the proposed managerial implications of the research results, e.g., to the creation of new knowledge, to helping organisations, countries, economies operate in an effective manner, etc.;

- the primary limitations of the term paper, and how these limitations could be overcome in future research;
- whether using different assumptions, methodologies, etc. could lead to different results;
- the way(s) the topic of this research could be further developed in future research.

The total number of conclusions can differ but should be between at least 3 to 5. With more than 5 conclusion statements, it could be useful to impose additional structure on these conclusions – for example, by placing conclusions into groups.

The conclusion should not be a summary of the prior sections of the research. The conclusion section should start with a brief summary of the conducted analysis and the research aim and provide a summary of the main results, emphasise the correspondence of the results with the stated research question and theoretical foundation.

### 3.6. Reference list

After the conclusion, the term paper should include a **Reference list**. Each reference included in the reference list must be cited in the text and vice versa. The reference list should consist of original sources written in English and include at least 25 academic articles (normative acts are not regarded as either a monograph or a scientific article).

In the Term Paper for International Business and Management programme, the preferred type of source is academic papers published in English in top tier journals from Academic journal guide of the Association of Business Schools<sup>6</sup>. In case of a strong necessity, an alternative source of the relevant journals can be the website <https://www.scimagojr.com/journalrank.php>, but in this case, the journal has to be at least of Q1 rank in the corresponding knowledge area. It is highly recommended to consult your research supervisor regarding the correct keywords for your article search.

The reference list contains continuous numbering, using Arabic letters. Foreign sources are placed in alphabetical order at the end of the list (see 5.3.2. for examples).

The reference list can be based on either the Harvard reference system<sup>7</sup> or the APA reference style.<sup>8</sup>

---

<sup>6</sup> <https://chartereddabs.org/academic-journal-guide-2021-view>

<sup>7</sup> <http://www.emeraldgrouppublishing.com/authors/guides/write/harvard.htm>

<sup>8</sup> <http://www.apastyle.org/index.aspx>



### 3.7. Appendices

The **Appendices** are included after the reference list. The objective of including material in the appendices is to avoid including in the text calculations, data, etc. that contain information that is relevant but not essential for the main research problem of the term paper. Each appendix should begin on a new page, have its own heading and be mentioned in the Term Paper main body (see 4.4. for details).

## 4. SPECIFIC REQUIREMENTS TO TERM PAPER MAIN BODY WITH RESPECT TO DIFFERENT FORMATS

### 4.1. Term Paper in article format

The **main body** of the Term Paper in article format should consist of at least four sections (Literature review; Methods and Data; Results; Discussion).

#### 4.1.1. Main body: Literature review

In the **Literature review**, students should demonstrate the ability to do the following:

- ∄ to summarise and analyse in a critical manner theory relevant for the issue the term paper focuses on;

- ∄ to identify the most important theoretical issues relevant for the topic of the term paper;

- ∄ to use theory to develop a foundation for the empirical analyses in the term paper that they use to evaluate the obtained results against the chosen theoretical lenses;

- ∄ formulate operationable hypotheses based on the relevant academic articles.

In the **Literature review**, students should do the following:

- ∄ specify the prior research that is the basis for the research question in the term paper;

- ∄ identify relevant problems that have not been solved in full in prior research;

- ∄ define the main concepts, theory, etc. required to address the research problem;

- ∄ formulate hypotheses for further testing or justify the choice of an alternative research strategy (e.g. case study: outline the choice of the research paradigm: Eisenhard (1989) or Yin (2003), and the methodological approach: inductive, deductive, abductive as well as the type of a case study: single, multiple, etc.).

In most cases, the Term Paper focuses on a narrow research question. Hence, the overview of prior literature is based only on the relevant research question, not on the entire theme in general. Students should not discuss prior research that has only an indirect relationship to the research question.

The literature review should be based on only the most relevant and fundamental prior research in top tier academic journals (see Section 3, “3.6. Reference List” subsection). In the literature review, references to textbooks are not allowed. The literature review should not consist of only a list of previous studies and the primary conclusions of these studies. In the literature review, students are required to organise prior studies in a systematic way, to identify similarities and differences in these studies and justify the relevance of each prior study for the term paper. When different prior studies come to different conclusions, students should summarise these different conclusions and discuss which conclusion they agree with, using logical arguments and reasoning. Your author’s voice when discussing extant research is highly necessary to demonstrate your ability to summarise and analyse information in a critical manner (constructive critique).

In the end of the literature review section, students should specify the relationships between concepts to be analysed based on the links to extant research for each hypoterm paper. justify and develop their hypotheses. The students should introduce the corresponding research streams for each hypoterm paper before it is formulated by starting with a critical review of the studies focusing on the relationship of interest. After outlining the main directions of the academic discussion on the relationship of interest, students formulate the hypoterm paper. This should be done separately for each hypoterm paper to adhere to the generally accepted standards for hypotheses’ development in academic journals of decent quality.

Examples of issues that should be discussed in this section include the following:

- ∄ what articles are important to highlight, and how have these articles contributed to the development of the relationships between the concepts the term paper is focused on?
- ∄ what issues do prior studies disagree on?
- ∄ how is it possible to develop further the research question – i.e., what issues have not been solved in full in prior research?

The literature review is the main pillar for the further development of the term paper as it facilitates the choice of methodology and the specific research question that the term paper will focus on. Most importantly it sets the boundaries for the discussion section, where students must discuss the obtained results in the context of the chosen theoretical lenses and provide detailed explanations of the underlying theoretical reasons for the results. The literature review section must supply a research framework of the term paper after the hypotheses development.

#### ***4.1.2. Main body: Methods and Data***

For the article format the **Methods and Data** section must include:

- ∄ the specification of the research design used to address the research question;
- ∄ a description of the methods and procedures used to analyse data and of the statistical software used to analyse data;
- ∄ the justification for the choice of a particular methodology;
- ∄ a description of the process used to collect data, data sources, the type of sampling and the representativeness of the sample;
- ∄ a description of the data collected in each stage of the research process;
- ∄ a description of the tools used (tool specific files and logs should be included as an attachment – e.g. a Do-file from Stata).

Examples of issues that should be discussed in this section include the following:

- ∄ what is the connection of this section and the research question(s) together with the theoretical foundation?
- ∄ are the proposed methods sufficient to analyse the stated research question and why? Extant research must be cited as a justification;
- ∄ do the data and the sampling approach used address the stated research context?
- ∄ are the chosen methods appropriate and correspond with the previous sections?
- ∄ what is the difference in the chosen methodology and the research tradition in the field (references to the extant research using the similar methodology and research setting)?
- ∄ what is the data source, and what is the sampling type?
- ∄ how are the data collected, sampled out and analysed? What are the data transformations that the researchers carried out?

The objective of this section is to justify why the chosen data and methods can be used to address the research question. Avoid including hypotheses into this section! In this section, it is necessary to present a convincing argument that the data and methods are relevant for the research question and to discuss the limitations of the methods and data that are used.

#### ***4.1.3. Main body: Results***

**Results** section presents the results of the empirical analysis. This section should contain an objective description of the results. This section should NOT contain a critical analysis or a discussion of conclusions that could be drawn based on these results. Based on the results of this section, it should be clear which hypotheses are statistically significant, which hypotheses are rejected, which hypotheses are confirmed. The validity of the model should be justified. It is highly recommended to conduct robustness checks to justify the validity of the obtained results. If relevant, the results can be presented via an empirical framework (i.e. the

scheme of the empirical model with the regression coefficients) as an addition to tables, graphs, and diagrams.

All of the source files, including files with algorithms and code, that the results are based on should be included as an attachment to your final submission to the LMS system – either archived or separately.

#### ***4.1.4. Main body: Discussion***

**Discussion** section should discuss the obtained results in the context of the chosen theoretical lenses and provide detailed explanations of the underlying theoretical reasons for the results, i.e. to provide an explanation for each result generated with a detailed reasoning based on the adopted theoretical lenses. A discussion of the obtained results should include references to extant research in the field and build up the core of the contribution of the research.

Examples of issues that should be discussed in this section include the following:

- what are the primary results of the research?
- how are these results similar to and different from the results of prior studies?
- how could these results be interpreted based on the chosen theoretical foundation and/or alternative angles from the extant research?

#### **4.2. Term Paper in a consulting format**

The **main body** of the works written in a consulting format should include the following parts: Literature review, Analytical section, Project section.

##### ***4.2.1. Main body: Literature review***

The ***Literature review section*** should include all the elements of the literature review section for article format (see 4.1.1.) which are relevant and can be attributed to the analysed problem.

##### ***4.2.2. Main body: Analytical section***

The ***Analytical section*** of the term paper should contain a general description of the object of the term paper, an analysis of the relevant problem and data developed with modern techniques described in the theoretical foundation of the term paper. In addition, this section should contain different indicators related to the characteristics of the research object. This section should also contain a justification of the subsequent development of the term paper.

This section should start with a description of the object researched in the term paper and a justification of why it is necessary to examine this object. Relevant reasons include a decline in the market, financial or organisational position of the object, potential new developments in the object, the initiation of new projects, etc.

Next, this section should include a comprehensive analysis, starting from the formulation of the research programme. The research programme includes the different stages of analysis and the definition of instruments and statistical data that will be used in each stage of the analyses.

This section should conclude with conclusions and recommendations for further measures that could be taken. These further measures are the basis for the third part of the Term Paper.

#### ***4.2.3. Main body: Project section***

The ***Project section*** is the central part of this format and should contain the development of a set of measures for the solution of the stated problem as well as forecasts, with supporting calculations, for the results of the application of these measures. The basic requirement for this section is to present a comprehensive, thorough and complete solution to the problem studied in the term paper. This section should NOT include only general recommendations or general suggestions for further development. All of the suggestions and recommendations should be developed to the stage of implementation and should guide action, be detailed and precise. The term paper should show how these measures relate to the indicators relevant for the firm, organisation, etc.

The content of the project part should be drawn up **either** in the form of a *project charter* (for the case of preparing a project related to the improvement of the company's current activities), **or** in the form of a *business plan* (for the case of creating a new business, product, service, etc.).

The structure of the charter of the project, as a rule, is as follows:

1. Prerequisites for project initiation
2. Project goals
3. Project objectives
4. High-level description of the project content
5. Product and project requirements
6. High-level project risks
7. Project Limitations

8. Project assumptions
9. Criteria for the success of the project
10. Summary schedule of control events
11. Appointment of a project manager
12. Powers and responsibilities of the project manager
13. Approval Sheet

The structure of the business plan, as a rule, is as follows:

1. Resume
2. Company description
3. Goals and objectives
4. Products/services
5. Market Analysis
6. Marketing plan
7. Production plan
8. Organizational plan
9. Sources and amount of funds required
10. Risk assessment
11. Financial plan (budget)

For the purposes of preparing the term paper in consulting format the UNIDO [“Guidelines for the preparation of industrial feasibility studies for consulting firms”](#) are recommended to be used as reference. The guidelines for the Introduction and Conclusion sections can be found in Sections 3.4 and 3.5. respectively.

## **5. TECHNICAL REQUIREMENTS AND FORMATTING OF THE TERM PAPER**

### **5.1. Technical requirements**

The Term Paper should be printed on standard sheets of paper using the format A4. The four sides of the pages should have the following margins: left margin – 35 mm; right margin – not less than 10 mm; upper and lower margins – not less than 20 mm. Each page should have approximately 2,000 characters.

Line spacing:

- Main text – 1.5
- Reference list – 1.5
- Tables, figures and graphs – 1
- Footnotes – 1

Font – Times New Roman. Other fonts are not allowed.

Font size:

- Main text – 12
- Reference list – 12
- Shorter tables, figures, graphs and equations – 12
- Larger tables – not less than 10
- Footnotes – 10
- Font colour – black. Drawings and graphs may be presented in colour.
- Alignment:
  - Main text, reference list, footnotes, abstract and keywords – justified
  - Headings – centred

Each new section should begin on a new page. This same rule applies to the other main parts of the term paper (introduction, conclusion, reference list, appendices, etc.). Paragraphs should be indented at 1.25 cm. The main text should be aligned by width. A subsection may be started on the current page if at least five lines of text (not including the name of the subsection) from this subsection would be on the current page.

Pages should be numbered starting from the title page, but the page number should be shown starting only from the second page – i.e., on the title page, the page number should not be shown. Page numbers should be shown on the bottom of each page, either in the centre or on the right, with no period.

The Term Paper begins with the title page. The title page provides information about the academic institution where the work was completed; the title of the term paper; the type of term paper; the last name, initials and group of the student; the last name, initials and academic degree and position of the scientific supervisor; and the city where and year in the work was conducted.

The second page of the term paper contains the abstract.

To highlight certain terms or formulas, the use of either bold or italics is permitted. Underlined text (example) is not allowed. Moreover, only one of either bold or italics may be used at a time – the use of bold and italics (***example***) in one term is not allowed.

The text of the Term Paper may contain abbreviations – both commonly used abbreviations (e.g., the USA for the United States of America) and abbreviations introduced by the author. In both cases, in the first mention of the abbreviation, the word or words should be written in full, with the abbreviation given in parentheses. For subsequent references, the abbreviation may be used without reference to the full word or words.

## 5.2. Formulas

If necessary, the Term Paper may contain formulas.

Formulas are placed either on a separate line, centred, or within the text. It is recommended to place in the text short, simple formulas. These formulas should not be numbered. More important formulas, or formulas that are longer are more complex (e.g., formulas that involve differentiation, integration, etc.), should be placed on a separate line, centred and numbered.

Formulas should be numbered consecutively throughout the term paper. A period is not placed after the number of the formulas. The number is written in Arabic numbering, in parentheses, to the right of the formula.

The meaning of symbols, coefficients, etc. in a given formula should be given in the text below the formula, if these symbols, coefficients, etc. have not been explained earlier in the text. Each symbol should be shown on a separate line, in the same sequence as in the formula.

Example:

$$NPV = -I_0 + \sum_{k=1}^n \frac{CFO_k}{(1+d)^k}, \quad (1)$$

where:  $I_0$  – the initial investment;

$n$  – the number of periods in the project;

$CFO_k$  – cash flows during the period;

$d$  – the discount rate.

Two lines should be placed between the end of the list of symbols, coefficients, etc. and the main text.

## 5.3. References

### 5.3.1. Citation in text

Please ensure that every reference cited in **both** the power point slides text and the term paper text is also present in the reference list (and vice versa). Any references cited in the term paper must be given in full. Citations in the text should follow the referencing style used by the Harvard reference system<sup>9</sup> or the APA<sup>10</sup> reference style.

---

<sup>9</sup> <http://www.emeraldgroupublishing.com/authors/guides/write/harvard.htm>

<sup>10</sup> <http://www.apastyle.org/index.aspx>



Examples of in-text citations using the APA Style:

≠ Single author: the author's name (without initials, unless there is ambiguity) and the year of publication. An example: (Kumar, 2020);

≠ Two authors: both authors' names and the year of publication. An example: (Kumar & Kumar, 2020);

≠ Three or more authors: first author's name followed by 'et al.' and the year of publication. An example: (Kumar et al., 2020).

Citations may be made directly (or parenthetically). Groups of references should be listed first alphabetically, and then chronologically. Example: "as demonstrated (Allan, 1996a, 1996b, 1999; Allan & Jones, 1995). Kramer et al. (2000) have recently shown ...."

### **5.3.2. Reference list**

The reference list is placed at the end of the term paper, there is no need to have a reference list in your defence power point presentation as the main slide, but are allowed as backup slides.

The reference list contains continuous numbering, using Arabic letters. Foreign sources are placed in alphabetical order at the end of the list. The reference list can be based on either the Harvard reference system<sup>11</sup> or the APA reference style.<sup>12</sup>

Examples using the APA Style:

≠ Articles in journals:

Hsu, Y.-S., Chen, Y.-P., Chiang, F. F. T., & Shaffer, M. A. (2021). It takes two to tango: Knowledge transfer between expatriates and host country nationals. *Human Resource Management*, 1– 24.

Colquitt, J. A., & Zapata-Phelan, C. P. (2007). Trends in theory building and theory testing: A five-decade study of the Academy of Management Journal. *Academy of management journal*, 50(6), 1281-1303.

≠ Sources from the internet:

Krivkovich A., Starikova I., Robinson K., Valentino R., and Yee L. (2021). Women in the workplace. McKinsey report. Available from: [<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>].

OECD (2020), COVID-19, crises and fragility, OECD Policy Responses to Coronavirus, OECD Publishing, Paris. Available from: [<https://doi.org/10.1787/2f17a262-en>].

---

<sup>11</sup> <http://www.emeraldgrouppublishing.com/authors/guides/write/harvard.htm>

<sup>12</sup> <http://www.apastyle.org/index.aspx>

€ Books, monographs:

---

<sup>11</sup> <http://www.emeraldgrouppublishing.com/authors/guides/write/harvard.htm>

<sup>12</sup> <http://www.apastyle.org/index.aspx>

Chinyong Liow, J., Liu, H., & Xue, G. (Eds.). (2021). *Research Handbook on the Belt and Road Initiative*. Edward Elgar Publishing.

Pan, Z. (2015). *Global Value Chains and Production Networks: State-Business Relations and Complexity in Economic Crises*. Chapel Hill, NC: University of North Carolina at Chapel Hill Graduate School. <https://doi.org/10.17615/8zkc-pr75>

#### **5.4. Appendix**

The appendix is the final part of the Term Paper. The appendix contains supplemental material that is helpful in understanding the main text. The appendix may contain many different types of contain – e.g., extracts from reports, copies from documents, individual parts of instructions, etc. The appendix can include text tables, graphs, etc. The appendix is included after the reference list.

Each appendix should begin with a new page, with ‘Appendix’ indicated in the upper-right corner of the page. ‘Appendix’ should be followed by the number of the appendix, in Arabic numbering. Each appendix should contain a heading that describes the content of the appendix. The title of the appendix should be in lowercase letters, except for the first letter of the first word of the appendix, and should be placed on a separate line.

The appendices should contain consecutive page numbers, continuing from the page numbers in the main text and reference list. Appendices should be ordered based on the order of each appendix in the text – e.g., the appendix referred to first in the text is Appendix 1; the appendix referred to second is Appendix 2; etc.

If the appendix contains multiple connected structural elements (e.g., multiple tables, multiple illustrations), these elements should be numbered (e.g., Table 1, Table 2, etc.). Each structural element should contain its own heading and name.

### **6. REPORT OF THE SUPERVISOR**

The report is submitted by the term paper supervisor in written form (no strict template required) no later than 2 days prior to the defence procedures. The report in general should reflect the supervisor’s opinion on the quality of work and on the student's attitude to the term paper preparation (quality of preparation, implementation of the supervisor's recommendation, following the schedule, etc.). The report is of an advisory nature, the marks for the defence is assigned by the State Examination Commissions (SEC) (see Section 7 and Section 8).

### 6.1. The supervisor notes for Term Paper written in the article format:

∄ **The general characteristics of the term paper:** the presence of a research question; the clarity of the formulation of the problem and hypotheses of the research; the correspondence of the research question to the topic of the term paper; the discussion of the topic, the completeness of the presentation of the material on the topic; the logic of the term paper and its correspondence to the tasks of the research

∄ **The methodology and methods:** the appropriateness and justification of the methods; the correspondence between the methods of the term paper, the research question and the tasks of the term paper

∄ **The theoretical and empirical foundation of the term paper:** The evaluation of alternative solutions to the problem and justification of the choice of a solution the thoroughness of the discussion of relevant theory; the quality of the discussion about the condition of the research question; the use of appropriate data sources.

∄ **Conclusions:** to what extent the conclusions and recommendations are justified based on the empirical results; the credibility of the results

∄ **Formatting:** the term paper's correspondence to academic standards in style and use of terminology

∄ Strong points and weak points of the term paper

∄ Whether the term paper should be admitted to defence

### 6.2. The supervisor notes for Term Paper written in the consulting format:

∄ **The general characteristics of the term paper:** understanding the problem being solved by a consulting project; quality of the justification of the reasons why it is necessary to analyse and develop measures for the improvement of the object of the research; the presence of a research question; the clarity of the formulation of the problem; the correspondence of the research question to the topic of the term paper; the completeness of the presentation of the material on the topic; the logic of the term paper and its correspondence to the tasks of the research

∄ **The methodology and methods:** the appropriateness and justification of the methods; the correspondence between the methods of the term paper, the research question and the tasks of the term paper

∄ **The evaluation** of alternative solutions to the problem and justification of the choice of a solution: quality and completeness of the consulting project; project implementation risk evaluation; project customer report

∉ **Conclusions:** to what extent the conclusions and recommendations are justified based on the project customer report; the credibility of the results

∉ **Formatting:** the term paper's correspondence to professional standards in style and use of terminology

∉ Strong points and weak points of the term paper

∉ Whether the term paper should be admitted to defence

## 7. TERM PAPER DEFENCE ASSESSMENT

### 7.1. Assessment of the term paper in article format

For Term Paper written in the **article format**, the presentation *must* be based on the submitted Term Paper text, the final evaluation of the defence shall be based on these criteria:

**Table 6. Assessment Criteria for the Article Format**

No.	Assessment Criteria	Weight
1.	The quality of the justification of the research motivation and the research framework	20%
2.	The quality of the research design (the fit of the chosen theoretical foundation and the research question formulation to the methodological choice)	30%
3.	Clear and validated results (robustness \ validity \ reliability tests, qualitative research protocols)	20%
4.	The quality of the discussion and conclusion sections (clearly presented value added of the research, sufficient scientific contribution, relevant managerial implications)	20%
5.	Responses to the questions	10%

For Term Papers written in article format, the final evaluation of the defence is:

$$\text{Criterion (1) } \times 0.20 + \text{Criterion (2) } \times 0.30 + \text{Criterion (3) } \times 0.20 + \text{Criterion (4) } \times 0.20 + \text{Criterion (5) } \times 0.10$$

### 7.2. Assessment of the term paper in consulting format

For Term Papers that are written in a **consulting format** the defence is organised only after approving all the necessary documents from the case company.

**Table 7.**  
**Assessment Criteria for the Consulting Format**

#	Evaluation criteria	Weight
1.	Understanding the problem being solved by a consulting project	10%
2.	The quality of the justification of the reasons why it is necessary to analyse and develop measures for the improvement of the object of the research	10%
3.	Quality and depth of the analysis of the identified problem. Formulation of research gap.	10%
4.	Evaluation of alternative solutions to the problem and justification of the choice of a solution.	10%
5.	Quality and completeness of the consulting project	30%
6.	Project implementation risk evaluation	10%
7.	The quality and completeness of the conclusions	10%
8.	Project customer report	10%

For Term Papers written in a consulting format, the final evaluation of the defence is:

Criterion (1) x 0.10 + Criterion (2) x 0.10 + Criterion (3) x 0.10 + Criterion (4) x 0.10  
+ Criterion (5) x 0.30 + Criterion (6) x 0.10 + Criterion (7) x 0.10 + Criterion (8) x 0.10

In each format, each member of the commission shall evaluate students on each criterion from a scale of 1-10. The evaluation for each criterion is the average evaluation from the members of the commission.

Following the defence, together with the final evaluation for the defence, the evaluation for each criterion could be disclosed to the student upon request. Only the average evaluation for each criterion could be disclosed; the individual evaluations of each member of the commission shall not be disclosed.

The defence of the Term Paper is evaluated on a five-point and ten-point scale. The evaluation is entered into the protocol of the meeting of the commission that includes the chairperson and members of the State Examination Commission (SEC).

If a student receives the evaluation 'Unsatisfactory' for the defence of the term paper the student is subject to exclusion from the HSE.

If a student is not present at the defence (either for a valid or non-valid reason) the student is subject to exclusion form the HSE.

Based on the results of the defence of the Term Paper, the SEC decides whether to grant the student the graduate degree in Management and issue a diploma of higher education.

## **8. REGULATIONS ON TERM PAPER DEFENCE**

The Term Paper must be written and presented in English. The Term Paper may be completed in groups of 2 or 3 students. The allotted time for presentation of the Term Paper results and questions-answers section is up to 25-40 minutes. Public defence procedure is held in the format of oral defence.

**8.1.** List of Commission members and list of students, defending the Term Paper with respective commissions, should be formed and the students should be notified no later than one day before the date of the Term Paper defence.

**8.2.** Before the presentations start the chair of the Commission should communicate the details of the defence procedure to the students and ask them if there are any objections against the defence procedure.

**8.3.** Students present their Term Paper in order that is specified by the student list, or in any other order as per Commission's decision.

**8.4.** Students submit their presentation slides to the Commission and present the results of the Term Paper within the time limits stated in the table below:

**Table 9. Allotted time for term paper defence**

<b>Term Paper format</b>	<b>Presentation time</b>	<b>Questions and comments</b>
Individual format (1 student)	Up to 15 mins	Up to 10 mins
Group format (2 students)	Up to 20 mins	Up to 10 mins
Group format (3 students)	Up to 30 mins	Up to 10 mins

**8.5.** All student group representatives should be present during the defence, each student should participate in group presentation and answering the questions. It is recommended for the presentation to be divided into relatively equal parts among the students presenting.

**8.6.** At the end of students' presentation of their Term Paper results, the members of the Commission can ask clarifying questions related to the presentation, Term Paper text content, scientific advisor's comments given in the review, student's input in the results of the Term Paper, or other. Students can answer the questions. Commission members are allowed to comment on the content of the Term Paper and/or presentation. After all the



questions have been answered and the comments have been made, the chair of the Commission should ask the students if they have any complaints and/or objections concerning the defence procedure.

**8.7.** After all the presentations of all students at the Commission have been made and all the questions have been answered, Commission members leave to discuss the marks. Assessment criteria are given in Section 7.

**8.8.** After the Commission has decided upon the marks, the marks are communicated to the students. Student lists containing the final marks should be handed over to the study offices no later the one day after the defence.

*Term Paper supervisor's review template*  
**National Research University Higher School of Economics**  
St. Petersburg School of Economics and Management

\_\_\_\_\_  
*department*

**Student:** \_\_\_\_\_

*full name*

**Programme/Year:** Bachelor programme «**International Business and Management Studies**»/year 4

**Term Paper title:** «\_\_\_\_\_»  
\_\_\_\_\_»

**Term Paper review should contain an in-detail description of each of the following criteria:**

1. *Problem statement and its justification*
2. *Literature review*
3. *Data and information gathering, analysis, and systematisation*
4. *Research conduction*
5. *General conclusion*

*Please evaluate:*

- *motivation of the paper;*
- *correspondence of the paper to the chosen topic;*
- *logic, clarity and consistency of the text;*
- *quality of the paper formatting;*
- *quality of the literature review (review of existing approaches to the development of projects in this field);*
- *quality of data processing (if there is an empirical part in the work);*
- *relevance of the selected research methods (approaches to the project development, case studies), quality of use of methods;*
- *achieved results, their theoretical and / or practical aspects/significance;*
- *following the time plan, interaction with the scientific supervisor, general assessment of the research potential of the author;*
- *additional comments (if any).*

Conclusion and grading on a 5-point and 10-point scale.

In case if work is written in the form of an article, the review **must** include a link to the requirements of the relevant periodical. In addition to that, the text of the requirements itself should be attached to the review.

Term Paper supervisor  
academic degree and title,  
department

(place of employment) \_\_\_\_\_/signature/ \_\_\_\_\_ Initials/Name

Date

Saint Petersburg 202\_\_

*An Example of the Title Page for Term paper*

Federal State Autonomous Educational Institution for Higher **Education**  
«NATIONAL RESEARCH UNIVERSITY  
«HIGHER SCHOOL OF **ECONOMICS**»

Faculty «Saint Petersburg School of Economics and **Management**»  
Department (Center, Laboratory) \_\_\_\_\_

Full Name of the Author(s)<sup>1</sup>

**THE TITLE OF TERM PAPER**

Term Paper format: Article/ Consulting

TERM PAPER

EDUCATIONAL PROGRAMME

«International Business and Management **Studies**»

Student's group number № \_\_\_\_\_

Adviser

Position

\_\_\_\_\_  
Full name

Consultant<sup>2</sup>

Position

\_\_\_\_\_  
Full Name

Saint Petersburg

202\_\_

An Example of the Title Page for Term paper

---

<sup>1</sup> In the case of group work, all authors are indicated

<sup>2</sup> In case of his absence, remove all information related to the consultant

