

## Internship Program for students 2022 and 2023 intake

*Sergei Shaposhnikov Ph.D. in economics  
Master in International Management program*

The internship program includes a description of the 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 Degree Students of Graduate School of Business, Higher School of Economics (hereinafter "Regulations")

### Section 1: General Information:

Year	Type of practice	Type of practice	Compulsory/non-compulsory	Number of ECTS	Number of hours	Period
1	Project	Project "Business Internationalization: a company, products and country to enter analysis"	Compulsory	3	114	1st year, 3 module
2	Professional	Work Experience Internship	Compulsory	6	228	2nd year, 3 module, 9 weeks
2	Project	Project "Business Internationalization"	Compulsory	3	114	2nd year, 1-2 module
2	Scientific and research	Master Thesis Preparation	Compulsory	15	570	2-4 module

## **Section 2: Description of Practice Content**

### **2.1. «Business Internationalization» Project (1<sup>st</sup> and 2<sup>nd</sup> year):**

#### **2.1.1. Purpose, tasks, prerequisites**

This project 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 with the support of the project seminar "Business Internationalization", where students systematize the knowledge gained in other courses.

In addition, this project 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.

The project is a 2-year project. In the first year, students work on the project "Business Internationalization: a company, products and country to enter analysis," which lays the foundation for successful internationalization of business. In the second year, students continue to work on the "Business Internationalization" project, which covers all the key steps from the company and product analysis, countries to enter selection, strategies development, operations in the host country organization, etc.

#### **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 (1<sup>st</sup> year):

- Signing assignment to student - January 15
- Submission of interim version - February 15
- Submission of final text/report - March 15

2.1.3. Dates of control points (2<sup>nd</sup> year):

Signing assignment to student – 18 September

Submission of interim version – 30 November

Submission of final text/report – 20 December

2.1.4. Project Plan

**Project plan (1<sup>st</sup> year, 3<sup>rd</sup> module)** “Business Internationalization: a company, products and country to enter analysis”

№	Topics	Number of contact hours
1.	<p><b>Business analysis and product(s) selection</b>            Identify the level of internationalization of the company;            Importance of internationalization for the company, reasons, resources needed;            Criteria for identifying new countries/markets;            Identification of the product to be produced/supplied, its characteristics, advantages;            Identification of the capacity to satisfy potential customers abroad;            Seasonality of products and release dates;            After-sales service. Packaging and labeling requirements;            Transportation peculiarities, logistic requirements;            Etc.</p>	10
2.	<p><b>Selection of country(s) for entry</b>            Components of market attractiveness and potential            Analysis of the competitive situation, opportunities for success against competitors in the target market;            Major barriers to entry that the company/product may face;            Time (at the current stage of internationalization) for the company to enter the country market;            Resources for market entry;            Analysis of the economic environment of the country;            Political/legal environment;            Restrictions on the company's exports (regulatory aspect of exports); Import regulations, tariff and non-tariff barriers;            Target group identification and analysis;            Distribution channels: intermediaries;            Etc.</p>	10
3.	<p><b>Present the final result of the project to the client</b> (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.</p>	4
	TOTAL	24

**Project plan (2<sup>nd</sup> year, 1<sup>st</sup> and 2<sup>nd</sup> module) “Business Internationalization”**

№	Topics	Number of contact hours
1	<p><b>Business analysis and product(s) selection</b>            Identify the level of internationalization of the company;            Importance of internationalization for the company, reasons, resources needed;            Criteria for identifying new countries/markets;            Identification of the product to be produced/supplied, its characteristics, advantages;            Identification of the capacity to satisfy potential customers abroad;            Seasonality of products and release dates;            After-sales service. Packaging and labeling requirements;            Transportation peculiarities, logistic requirements;            Etc.</p>	5
2	<p><b>Selection of country(s) for entry</b>            Components of market attractiveness and potential            Analysis of the competitive situation, opportunities for success against competitors in the target market;            Major barriers to entry that the company/product may face;            Time (at the current stage of internationalization) for the company to enter the country market;            Resources for market entry;            Analysis of the economic environment of the country;            Political/legal environment;            Restrictions on the company's exports (regulatory aspect of exports); Import regulations, tariff and non-tariff barriers;            Target group identification and analysis;            Distribution channels: intermediaries;            Etc.</p>	5
3	<p><b>Development of the company's entry strategy</b>            Market entry routes, risks, constraints, opportunities, resources required, etc;            Identification and analysis of target audience;            Distribution channels: intermediaries, types of intermediaries, national/regional coverage, etc;            Key competitors, intensity of competition;            Overall positioning;            Product or service line, degree of localization;            Price positioning, profitability outlook;            Branding and communication strategy;            Etc.</p>	5
	<p><b>Organization of operational activities</b>            Establishment of the company, search for personnel, work with key partners, implementation / adaptation of the entry strategy, marketing activities, pricing policies, etc.</p>	5
	<p><b>Present the final result of the project to the client</b> (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.</p>	4
	TOTAL	24

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

Final grades will reflect group report preparation and a final oral defense 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.

<b>Points/Percentage of total score</b>	<b>Final grade</b>	<b>Characteristic</b>	<b>Criteria</b>
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.

2.1.6. In the process of passing the EPP students can use information technologies, including design automation and software development tools 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 safety requirements when carrying out works.

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. Work Experience Internship:**

### 2.2.1. Purpose, objectives, prerequisites of practice

Work Experience Internship (hereinafter - internship) 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. Internship 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.

Internship is calculated by duration for 9 weeks.

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

The purpose of internship 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.

### 2.2.2. 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 25

### 2.2.3. 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 internship:

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 internship 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.

2.2.4. 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 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

<b>Structure parts</b>	<b>Comments</b>
Title page	Appendix 2.
Table of contents	Appendix 2.
Introduction	Purpose and objectives of the research on the topic Master's thesis, subject and object, empirical basis of research
Main part	Includes 4 sections and description of the results
Conclusion	Conclusions and proposals
References	Bibliographic description of literature and sources (documents).
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		
Research type of Master's thesis	Project type of Master's thesis	Weight coefficient
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.

## 2.3. Master Thesis Preparation:

### 2.3.1. Purpose, objectives, prerequisites of EPP

The thesis preparation 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 FSC.

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 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.

### 2.3.2. Control point dates:

- Signing assignment to student - November 1st
- Submission of interim version – April 1st
- Submission of final text/report - May 15

### 2.3.3.2. 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 dissertations of research type in the main part of the work it is desirable to be guided by the standard structure of a research article in a scientific journal, which usually includes:

- An extended introduction (in English Introduction);

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

Forms of reporting on the master's thesis are the text of the thesis, evaluated by the supervisor and reviewer, and the defense of the master's thesis, evaluated by the commission.

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".

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

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

2.3.5. 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.

2.3.6. 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.

2.3.7. Regulations on Preparation of Term Papers and Final Qualification Papers for Degree Students of Graduate School of Business, 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.

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 thesis. In this case, the EP Internship Program defines the evaluation criteria.

The thesis supervisor evaluates the thesis 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.

### **Schedule of master's thesis completion**

<b>№</b>	<b>Stages</b>	<b>Terms</b>
1	Submitting requests and suggestions for thesis topics	Not later than October 10
2	Choosing a topic from the suggested list and suggesting your own topics to a potential supervisor	Not later than November 1
3	Allocation of topics and supervisors to students by an order	December 15th at the latest
4	Preparation of the thesis project (research design), evaluation by the supervisor	Not later than December 20
5	Resubmission of the thesis project (in case of non-approval by the supervisor)	December 25th at the latest
6	Completion of the internship	According to the academic calendar of the program
7	Submission of the Internship Report	Within 5 working days after the end of the pre-diploma internship



8	Submission of the draft of the thesis to the supervisor	Not later than April 1
9	Change/clarification of the topic of the thesis (the topic is fixed by order of the academic director of the program)	At least one calendar month prior to the deadline for submitting the final version of the thesis to the Registrar's Office as specified in the order
10	Submitting the final version of the thesis and annotations to the supervisor by uploading the thesis to the anti-plagiarism system	May 15th
11	Sending the thesis to the reviewer	May 18th
12	Submission of the review of the thesis by the supervisor	Within one calendar week of uploading the final version of the thesis
13	Receiving the reviews and uploading them to the electronic module for students to view	Not later than 6 calendar days before the date of the thesis defense
14	Submission of the thesis to the State Expert Committee together with feedback from the supervisor and reviewers	Not later than 2 calendar days before the thesis defense date
15	Thesis defense	Deadlines are determined by the syllabus and the order for conducting the final defense

**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 Report**

Completed by:  
Group Student No. \*\*\*  
First and Last Name

Grade Awarded: --

Reviewed by:

First and Last Name  
*Internship supervisor*

First and Last Name  
*Internship Supervisor Academic Supervisor,  
GSB HSE*

(signature)  
\*\*.\*\*.2024

(signature)  
\*\*.\*\*.2024

MOSCOW, 2024

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**Appendix 3.**

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

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