

Internship Programme

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“Management and Digital Innovation”
Bachelor’s Degree Programme*

Practical training under the “Management and Digital Innovation” Bachelor’s degree programme (intake-2020) aims to engage learners in specific operations related to their future professional activities, while also focusing on the building, consolidation and development of practical skills and competencies in line with the programme’s focus. Participation in such elements of practical training, such as “Design Thinking” term project, SWOT Analysis, student-initiated projects, consultation projects, work placements, research projects in the field of digital innovation, pre-graduation internships, and writing a thesis work shall encourage the development, instillation and consolidation of practical skills and competencies as per the programme’s field, e.g., those determined by the programme’s skills matrix.

The internship programme includes a description of the degree programme’s curricular elements, organized in the form of internships and grouped together in the Internship module of the curriculum.

Section 1. Key Information:

Year	Type of internship	Practical Training Element (PTE)	Obligatory/Elective	Total credits per student	Total academic hrs per student	Implementation period
1	Project	“Design Thinking” term project	Obligatory	4	152	Module 4
2	Project	SWOT-analysis	Obligatory	2	76	Module 4
3	Project	Student-initiated projects	Obligatory	2	76	Module 1-4
3	Project	Consulting project	Obligatory	4	152	Module 1-4
3	Professional	Work placement	Obligatory	3	114	Module 4, two weeks
4	Research	Pre-graduation internship	Obligatory	7	266	Module 4, four weeks
4	Research	Writing thesis work	Obligatory	4	152	Module 1-4

Section 2. Internship Contents

2.1. “Design Thinking” term project:

2.1.1. PTE goal, objectives and prerequisites:

Goal: implementation of a project to create an innovative product with the application of design thinking methodology.

Objectives:

- learning about design thinking methodology;
- practical execution of design thinking methodology stages;
- developing a student's teamwork skills.

Prerequisites: none

2.1.2. Key deadlines:

- 2.1.2.1. sign-off on a student's assignment – during Module 4;
- 2.1.2.2. submission of an interim draft – during Module 4;
- 2.1.2.3. submission of a final draft/report – during the examination period.

2.1.3. Contents, key elements

Teamwork on a project concept with the application of design thinking methodology.

2.1.4. Assessment and reporting (PTE reporting formats, grading formulas, assessment standards for interim assessment of students).

Project defense as a presentation and grading thereof according to the following criteria:

- accuracy of methodology applied – 40%;
- in-depth development of concept – 25%;
- quality of analysis of received data/information– 20%;
- presentation – 15%.

2.1.5. During the PTE process, learners may use IT resources, e.g., automated tools for designing and developing software, applicable at their host organization, as well as online resources and technologies, etc.

Equipment and supplies to support the PTE shall be specified in agreements for practical training with respective organizations. Such support should meet current sanitary and fire safety norms, as well as the requirements of technical and workplace safety regulations.

2.1.6. Under restrictive and other measures, the PTE may be held remotely in line with the instruction of the regulatory bodies of HSE University and the Russian Federation.

2.2. SWOT Analysis:

2.2.1. The year-long term project “SWOT Analysis” aims at enhancing and developing learners' knowledge acquired during their studies under the courses “Management: Concepts and Technologies in the 21st Century”, “Microeconomics”, “Macroeconomics” and “Career Seminar”, as well as cultivating skills in independent analysis of key issues in corporate administration and consulting, analytical abilities and team project competencies. Furthermore, the “SWOT Analysis” project is unique in that it offers options for effective solutions to both the contents and instrumental aspects of the university model for training professionals in corporate management using actual data from real companies. Such tasks under the term project during the first year of studies at the HSE Graduate School of Business will help Bachelor's degree students in Management and Business Informatics integrate their theoretical knowledge into real-life application in a business context.

The objectives of the “SWOT Analysis” term project, addressed during its execution and public defense, include the following:

- in-depth analysis and practical application of SWOT methods with the use of a real firm/company's materials;

- formation and development of skills aimed at finding, assessing, systematizing and critical analysis of initial and secondary source information, statistical and factological materials about the company's operations and its respective sector;

- establishment of basic skills in analytical/research, practical and consulting activities with respect to business development at the corporate level;

- developing teamwork skills;

- cultivating basic project management skills;

- cultivating abilities to prepare coherent term projects;

- formation and development of presentation skills and ability to publically defend project outcomes.

2.2.2. Key deadlines:

2.2.2.1. sign-off on a student's assignment – no later than February 1 of the academic year;

2.2.2.2. submission of an interim draft – with the approval of supervisor, but no later than May 15 of the academic year;

2.2.2.3. submission of a final text/report – no later than June 9.

2.2.3. The basic criteria for the SWOT Analysis term project, which should be followed by all students and supervisors involved in term project, include the following:

1. The public defense of the report on the SWOT Analysis term project should feature the results of both key stages of the SWOT Analysis – the initial and element-by-element (pairwise weighing of factors). At the same time, paired combinations of the SWOT matrix elements shall be considered, along with subsequent conclusions for strategic alternatives for the development of the company as reviewed under the project.

2. The SWOT analysis should be carried out using the materials of a Russian or foreign company, operating in the Russian Federation. The guidelines for selecting a company for the term project are specified in Section 1.4 of the Methodological Instructions. The SWOT Analysis project may be implemented for the company on the whole, or in regards to a specific brand or product.

3. The report on the "SWOT Analysis" project should be concisely structured, specifying the project's clear objectives and purpose in regards to rectifying a managerial issue, as well as a logical and consequential statement of the analytical outcomes and well-founded conclusions.

4. Reports on the "SWOT Analysis" term project are analytical documents. During the project's implementation, initial sources of data/information should be used, including interviews with corporate managers, as well as secondary sources such as publically accessible statistical, financial and analytical reports and materials, which cover the activities of the selected company, along with articles from academic and periodic business literature. The text should feature links to all information/data sources cited.

5. Reports on the "SWOT-Analysis" project should be independent, i.e., it should not feature directly borrowed materials from printed or electronic sources without proper citation. In turn, the term project report must be checked for plagiarism in line with the Regulations on Checking Student Papers for Plagiarism and the Publication of Bachelor's, Specialist and Master's Theses on the HSE

Corporate Website. If less than 80% original material is detected in the report, the term project will not be allowed to proceed to the defense stage and an “unsatisfactory” grade shall be assigned. In turn, the detection of any plagiarized elements regardless of the total borrowed materials shall serve as grounds for not allowing the project to proceed to the defense process and the assignment of an “unsatisfactory” grade.

6. The recommended size of the report on the SWOT Analysis term project comes to around 40,000 symbols with spaces (not including annexes).

7. The report on the SWOT Analysis project should strictly meet the criteria set out in Section 6 of the Methodological Instructions. Failure to meet these criteria in terms of report format may serve as a ground for capping a grade.

2.2.4. The grade for the SWOT Analysis project shall be issued based on a combination of criteria, as specified in Table 1. For each of the criteria, each committee member shall assign a grade on a 10-point scale. The final grade from each committee member shall be issued by calculating the average weighted grade with due consideration of the weight of each criterion specified in Table 1. The final grade for the term project will be issued as the simple average grade, drawn from those put forth by the committee members. Grades, when issued, shall be rounded off.

Table 1. Criteria for grading SWOT Analysis Course Projects

Assessment criteria	Share in final grade
1. Course project report	0.5
1.1. Correlation of text and logic of argumentation to the SWOT analysis algorithm, absence of analytical errors	0.1
1.2. Well-grounded argumentation for company’s development strategies	0.1
1.3. Effective use of statistical and factological materials	0.1
1.4. Development of term project in line with criteria set out in the Methodological Instructions.	0.1
1.5. Adherence to term project timeframe	0.1
2. Defense of term project outcomes	0.5
2.1. Delivery of presentation within set timeframe	0.1
2.2. Logic of presentation of set results	0.1
2.3. Quality of PowerPoint presentations	0.1
2.4. Equal involvement of members in project team work (answers to questions)	0.1
2.5. Well-argued, logical, concise answers	0.1

The grade for any member of the project team may be capped based on the statement of the project coordinator or supervisor about said participant’s lack of involvement/poor involvement in the term project, or based on the defense results; nevertheless, the overall grade for the project team shall be considered as a singular figure, while the total points, whereby the grade for the individual team member is reduced, shall be decided by the committee chairperson and defense board members.

Upon the request of project teams, the chairperson of the committee on the defense of term projects may point out the key criticisms in regard to the report and presentation of the term project when announcing grades. After the completion of the defense process, the committee's chairperson and members are not obliged to provide open commentary on the projects of respective project teams.

In line with the Regulations for Interim and Ongoing Assessment of Students at HSE University, a student or project team's dissatisfaction with a grade cannot serve as grounds for appealing the results for the term project defense.

2.2.5. During the PTE process, learners may use IT resources, e.g., automated tools for designing and developing software, applicable at their host organization, as well as online resources and technologies, etc.

Equipment and supplies to support the PTE shall be specified in agreements for practical training with respective organizations. Such support should meet current sanitary and fire safety norms, as well as the requirements of technical and workplace safety regulations.

2.2.6. Under restrictive and other measures, the PTE may be held remotely in line with the instruction of the regulatory bodies of HSE University and the Russian Federation.

2.2.7. When carrying out their SWOT Analysis term project, students are advised to follow the Methodological Instructions for preparing SWOT Analysis Projects for Bachelor's Degree Students, pursuing studies in fields of studies 38.03.02 Management and 38.03.05 Business Informatics (V.S. Katkalo, A.S. Veselova, S.V. Smeltsov, Moscow 2020).

2.3. Student-Initiated Projects:

2.3.1. Students' engagement in project work aims to apply knowledge, skills and competencies in digital innovation, obtained during studies, while also finding solutions to applied and analytical tasks, as set forth by the internship supervisor.

The tasks addressed during the project's development may include:

- formulating applied or analytical tasks for students;
- assessment of environment, where the core project tasks will be implemented (company/firm/organization and its environs, managerial system, processes, etc.);
- collection of necessary information, assessment and selection of data;
- analysis of methods used in carrying out similar task and selection of actual tasks for solving specific tasks;
- proposals and rationale for approaches to set tasks;
- basic calculations confirming the applicability and effectiveness of proposed solutions.

Prerequisites for project works include:

- basic knowledge in the field of digital innovation, business informatics and management;
- ability to use information sources and contemporary means for selecting, processing and codifying project data;
- knowledge of template solutions, used for boosting performance of administrative systems;
- ability to execute simple technological and economic calculations;

- skills in drawing up analytical/technical reports, presentations and reports.

2.3.2. Key deadlines:

2.3.2.1. signing an assignment for student engagement in internships shall be signed off for each PTE as per p. 4.6.8.; after the selection of student applications to take part in the PTE, the internship supervisor shall approve each student's assignment to take part in the PTE as per p. 4.6.8 of the Regulations on Practical Training of Students under Bachelor's, Specialist and Master's Degree Programmes at HSE University.

2.3.2.2. interim reports shall be provided in line with the criteria set out in the PTE proposal, as per p. 4.7.5 of the Regulations on Practical Training of Students under Bachelor's, Specialist and Master's Degree Programmes at HSE University;

2.3.2.3. final drafts/reports shall be submitted in line with the criteria specified in the PTE proposal as per p. 4.7.5 of the Regulations on Practical Training of Students under Bachelor's, Specialist and Master's Degree Programmes at HSE University.

2.3.3. Contents, key learning features:

Project work shall be executed in the following sequence:

a) concise and detailed statement for the pursued tasks, discussions with the internship supervisor regarding all aspects and extent of proposed project solution, establishment of indicators whereby a conclusion on the results and effectiveness of a proposed solution can be made;

b) the collection of source data for solving tasks (general information on company, its sphere of operation, development trends, reasons for the appearance or intensification of problems at hand, previously undertaken measures and achieved results, etc.) This information may be obtained from available open sources, or provided by the company itself, whereat the objective is being pursued, and, if necessary, collected on the basis of interviews and other types of investigations;

c) determining a set of "tentative solutions" to the set tasks based on an analysis of academic materials on the given topic and respective bibliographical sources;

d) stating the detailed proposals, focused on the implementation of project tasks/objectives;

e) simple calculations, confirming the results and performance of the proposed solution;

e) description of additional tasks, which should be solved for the implementation of developed proposals (e.g., changes in the structure of administration and functions of specific subdivisions, automation of support processes, changes in document processing, etc.)

During the project's execution, students should discuss their progress with their internship supervisor, as well as the status of their project, the results achieved, while also providing interim materials in this regard.

2.3.4. Assessment and reporting (PTE reporting templates, grading formulas, interim assessment standards).

As per p. 5.3 and 5.4 of the Regulations on Practical Training of Students under Bachelor's, Specialist and Master's Degree Programmes at HSE University, the criteria for assessing and reporting on the given PTE work shall be set out in the PTE proposal and in the assignment for its implementation, including reporting templates, final project materials, up-to-date criteria for assessments, etc.

2.3.5. During the PTE, learners may use information technologies, including automated tools for designing and developing software, as used at the host organization, as well as online resources and technologies, etc.

Equipment and supplies to support the PTE shall be specified in agreements for practical training with respective organizations. Such support should meet current sanitary and fire safety norms, as well as the requirements of technical and workplace safety regulations.

2.3.6. Under restrictive and other measures, the PTE may be held remotely in line with the instruction of the regulatory bodies of HSE University and the Russian Federation.

2.4. Consulting Project:

2.4.1. The purpose of this type of term project is the integration of knowledge, abilities and skills acquired from studies through the practical application of instrumental and analytical methods in the field of management during a student's project and research activities through finding solutions to real-life practical tasks from corporate clients. The writing of the term project is practical in approach, while also serving as a simplified version of the project in managerial consulting for an external client, i.e., a company facing complex external challenges, as well as requiring strategic transformation of its business.

Upon completion of the term project, the student shall be able to:

- identify relevant information from various sources, e.g., using the latest information/communications technologies, assess and use such information to carry out set managerial tasks;
- find solutions to problems in corporate operations, e.g., in an international context, on the basis of critical analysis and data synthesis;
- select instruments for processing data in line with the established managerial objectives, as well as interpret analytical outcomes and find grounds for generated conclusions;
- propose rational organizational/administrative solutions, e.g., with due consideration of their social significance, as well as assess the conditions and consequences of proposed solutions;
- effectively work in a team setting, with an understanding of the main roles of each participant, while also considering the intercultural diversity of the group;
- maintain business correspondence and deliver public presentations, negotiations seminars, e-communications; prepare quality materials for graphic presentations.

2.4.2. Key deadlines:

2.4.2.1. sign-off of an assignment for the student – no later than February 1 of the current academic year;

2.4.2.2. submission of an interim draft – with approval of supervisor, but no later than May 15 of the academic year;

2.4.2.3. submission of a final draft/report – no later than June 9.

2.4.3. The implementation of the term project shall be accompanied by respective project seminars. Project seminars are practical in approach, as well as serve as a simulation of a project in managerial consulting for an external client, e.g., a major company facing various external challenges and requiring strategic transformation of their business. At seminars, students will learn the basics in terms of project organization and implementation, key practical methodologies and instruments, as considered applicable for consulting projects and which can be used during their own term project.

At their first project seminars, students and their project teams will be given a managerial assignment from a real-life Russian company that will form the focus of their course project.

Managerial tasks developed by corporate clients can vary greatly, however, there are several core types of managerial consulting projects:

- “Strategy” consulting project: strategy development (corporate and functional for specific business units or fields of activity) and development of strategic transformation programmes;
- “Operational” consulting project: enhancing operational performance for various processes, in such sectors as industry, transport, etc., as well as functional effectiveness, e.g., in logistics (transport, warehousing, distribution, etc.);
- “Sales and Marketing” consulting project: market analysis and target audience, development of corporate brand and products, marketing plans, optimization of distribution networks, etc.;
- “HR Management” consulting project: developing strategies in HR management, planning human resource development (e.g., hiring, onboarding, training, enhancing productivity, communication system development); cultivating corporate cultures, etc.

Work on a term project in a student project team (consisting of five to six persons) under the guidance of a project supervisor, on behalf of HSE University, and involving a representative of a corporate client, regardless of the type of assignment, shall consist of the following steps:

Step 1

- Receiving assignment from the corporate client for term consulting project (actual managerial task requiring solution);
- Adjusting/specifying (if required) formulation for term project together with supervisor and representatives of the corporate client;

Step 2

- Development of timetable of works/activities under the project (together with project supervisor);
- Initial collection and analysis of materials on the corporate client and markets where it operates.

Step 3

- Selection of instruments for processing data/information and analysis of set managerial tasks (e.g., application of PESTLE analysis, Model 5 Forces, SWOT-Analysis, 2D Matrix for risk assessment, value chains, business model

and components, operational models and their components, strategic innovation, correlation between initiatives within transformation plans, distribution of roles and responsibilities among the management team/client, RACI matrix, etc. – instruments described in p. 2.4 of these recommendations, as well as other well-known instruments, which are acquired in the process of studies, can be used in the project);

- Approval by term project supervisor of selected instruments for analysis, as well as any adjustments thereof (if necessary);
- Selection and approval of instruments for analysis should be done before meeting with representatives of the corporate client, since you will need to have a clear understanding of what you need for data analysis.

Step 4

- Preparation for meetings with representatives of the corporate client; drawing up an interview guide so as to maximize results of direct contact with said persons for the purpose of collecting data/information. Participants should consider, in detail, which information the team members require and how to acquire it. The interview guide should not include questions about information, which can be accessed in freely available resources (so as to save time when in direct communication with the corporate client);
- Approval by project supervisor of the final version of interview guide.

Step 5

- Meeting with representative of the corporate client; interview process;
- Analysis of obtained data and its sufficiency for carrying out term project.

Step 6

Analysis with the assistance of instruments using initial and secondary sources of data (see Step 3) (approved by project supervisor).

Step 7

- Identification of one or several key problems;
- Breakdown of problems pointed out by the client (further broken down into sub-problems), identification of root causes of said issues/problems;
- Development of preliminary approaches/hypothesis for settling root causes.

Step 8

- Developing methodological approaches to rectifying uncovered problems;
- Developing organizational/managerial solutions, e.g., with due consideration of their social significance; assessment of conditions and consequences of proposed solutions;
- Devising an implementation plan for organizational/managerial solutions.

Step 9

- Writing of text version of term project as per the recommended structure (refer to p. 3.1 of the Methodological Instructions). This text should be independently conceived and not copy sources. Each citation should feature a

- link to its source, drawn up according the proper criteria;
- Approval by project supervisor of text version of term project.

Step 10

- Preparing a final text version of the term project (including required amendments after review by the project supervisor (this stage is obligatory); the formatting of work as per criteria (refer to p. 3.2);
- Preparing a presentation with work results with aim to solve a specific managerial tasks for its defense;
- Public defense of term project results.

2.4.4.

Grade structure:

Share in final grade	Assessment element
0.5	Defense of term project before committee
0.3	Grade from project supervisor
0.2	Grade from representative of project client

Criteria for assessing term projects:

The paper (full text of the term project) should be drawn up according to the rules for written works, as well as have a title page. A Power Point presentation on the project should be posted in the MSTeams special form a day prior to the defense process.

The maximum size allocated for a presentation comes to 12-15 slides (time for presentation – 10 minutes).

Grading criteria:

- Concise statement for objectives and goals of term project;
- Well-founded reasoning for used methods and instruments;
- Correlation of produced results to the project objectives;
- Quality of slides (no mistakes, quality formatting, visual quality of slides, visualization of key information/data, etc.);
- Adherence to time allotted for presentation (10 minutes);
- Answers to posed questions (relevance and extent of answers);
- Involvement and presentation skills.

Grades for interim presentations and the final grade for the term project depend on each student's contribution to completing the set project tasks.

Maximum grade for team project – 10 points

A grade shall be assigned to each student respectively and may be different among members of the same team. The team may decide as to the best way to assess the contribution of each participation, including:

1. The same grade for each team member based on every team member's equal contribution thereto;

2. Distribution of points within the team depending on the contribution of each participant in the project. In such instances, team members shall make a decision independently with due consideration of the opinion of each team member.

The final decision of the team participants should be made in writing as approved among them, as well as with the approval of the project supervisor. Grades included in the grading formula for the resulting grade for the course shall not be rounded when it is calculated. The rounding method for the final course grade is arithmetical.

2.4.5. During the PTE, learners may use information technologies, including automated tools for designing and developing software, as used at the host organization, as well as online resources, technologies, etc.

Equipment and supplies to support the PTE shall be specified in agreements for practical instruction with respective organizations. Such support should meet current sanitary and fire safety standards, as well as technical and workplace safety rules.

2.4.6. In light of restrictions or other measures, the PTE may be held remotely in line with the instructions of the regulatory bodies of HSE University and the Russian Federation.

2.4.7. When engaged in the “Consulting Project” term project, students are advised to follow the Methodological Instructions for carrying out term projects in management consulting for Bachelor’s degree students pursuing studies in field 38.03.02 “Management” (A.E. Dynin, S.V. Smeltsova, E.V. Buzulukova, V.A. Rebyazina, V.D. Gerami, Moscow, 2020).

2.5. Work Placement

2.5.1. Objective of work placements is to cultivate knowledge and develop skills in routine types of professional activities among graduates of the “Management and Digital Innovation” Bachelor’s degree programme. This internship can help to instill initial professional abilities and provide first workplace experience.

The key objectives of work placements include:

- deepening theoretical knowledge acquired through studies from Year 1 through 3;
- instilling in students skills for express analysis of an organization’s economic operations and its component related to the student’s own specialization;
- acquiring initial practical skills in carrying out actual tasks in a student’s field of professional education;
- developing in students the ability to reflectively obtain professional competencies (PC) as set out in the Educational Standard.

2.5.2. Key deadlines:

2.5.2.1. sign-off of the assignment for the student – no later than the date of the start of the internship;

2.5.2.2. submission of an interim draft – no later than the date of the completion of the internship;

2.5.2.3. submission of a final text/report – no later than 5 (five) calendar days from the date when the work placement is completed.

2.5.3. Content and key features of instruction

Mode of work placement is stationary. Internships are held in a discrete format, with the allocation in the academic calendar of an uninterrupted academic period for work placement activities.

Internships shall be held at the subdivisions of HSE University with the focus relevant to interns' specialization, e.g., joint departments of the HSE University Graduate School of Business, as well as sector-specific state, municipal, public, commercial and non-commercial institutions, organizations and enterprises (hereinafter "sector-specific organizations"). A sector-specific institution may be an organization, which is engaged in activities in line with the field of study pursued by interns, or other respective subdivisions conducting respective functions.

The following types of commercial organizations may host internships:

- production enterprises;
- wholesale companies;
- chain retailers;
- online retailers;
- service firms;
- other service organizations.

Students' internships in organizations should be held at a subdivision, which bears a respective specialization aligned with that of the learner's studies, or in another subdivision engaged in respective functions.

Internships shall be organized on the basis of agreements and/or contracts with host organizations, regardless of their legal formation and type of ownership, or on the basis of consent from such an organization, whereby said organization provides places for internships for students taking part in the "Management and Digital Innovation" Bachelor's programme.

2.5.4. Based on their internship results, students shall report on their activities by keeping a daily journal and internship report. The daily journal is document, which should include the internship plan and describe the process of its implementation, notes on arrival and departure at the place of the internship, along with feedback from their PTE supervisor and the co-supervisor on behalf of the host organization. Internship reports should include a description of the organization's economic activities, an analysis of its functions, and assessment of problems or issues at the company. The contents of the student's report may be adjusted by their teacher/internship supervisor in line with their individual assignment as provided to them.

The internship report should feature the following sections:

1) Introduction

- objectives and goals of the internship;
- short description of the internship venue;
- key results of the internship.

2) Features of the host organization

- description of the organization, its history and development;
- features of the legal type and business structure of the organization;
- features of core areas of activities;

- assessment of the organization's positioning on the market (market share, total competitors, etc.);

- short description of the learner's field of specialization;

3) Analysis of organization's system of management:

- break-down of organizational structure with its description;
- description of the core functions carried out by organization's subdivisions (in accordance with the student's specialization);
- features of the key areas of cross-function cooperation within the framework of business processes, related to students' specialization;
- determining place and role of subdivision where student pursues their internship with respect to the organization's overall structure;
- analysis of document processing at the subdivision level;
- assessment of the extent of work automation in relation to corporate/organizational management.

4) Conclusion (assessment of internship results; specification of problems identified in given sphere).

5) Annexes (e.g., necessary source data for calculations, document templates and other materials the use of which in the text may disrupt the logical coherence of the presentation of materials in the main body of the report shall be specified in annexes).

If necessary, the report may feature captions, photographs or diagrams.

Criteria and Grading Scale for Interim Assessment of Internship Activities

The criteria for assessing internship results, including the completeness and quality of the involvement in the internship assignment and the quality of daily journal keeping on the internship, as well as evaluation of the student's progress during the internship, shall be provided by the internship supervisor on behalf of the host organization.

The final grade on the internship shall be calculated as per the following formula:

$$O_{final} = O_s * 0,7 + O_o * 0,15 + O_p * 0,15, \text{ whereby}$$

O_{final} – final grade on internship;

O_s – grade for carrying out internship assignment;

O_o – grade for internship journal;

O_p – grade given by internship supervisor on behalf of the host organization.

The final grade shall be rounded up to a whole number as per mathematical rounding rules. When calculating a final grade, the respective components therein shall not be rounded.

The defense of internship reports shall be carried out as per the timetable set by the working curriculum. The defense of internship activities should be held within a period of no more than 5 (five) days after the completion of the internship (including weekends and holiday days) in the presence of a teacher/internship supervisor.

The results of internship defense reports shall be validated in an internship defense record. The original copy of this document shall be submitted to the programme's office, with its copy stored with the department.

An unsatisfactory grade received for an introductory internship shall be considered an academic failure.

Assessment Standards for Interim Internship Assessments:

- a list of skills built during the internship, indicating the stages of their development during the studies under the degree programme;
 - a description of indicators and criteria for assessing skills; description of the grading scale;
 - sample assessment standards, necessary for assessing knowledge, abilities, skills and/or experience in work activities, which specify stages of the formation of competencies during the internship;
- methodological materials, determining the procedures for assessing knowledge, abilities, skills and/or experience in activities, which specify stages of the formation of competencies.

2.5.5. During the PTE, learners may use information technologies, including automated tools for designing and developing software, as used at the host organization, as well as online resources, technologies, etc.

Equipment and supplies to support the PTE shall be specified in agreements for practical instruction with respective organizations. Such support should meet current sanitary and fire safety standards, as well as technical and workplace safety rules.

2.5.6. Under restrictive and other measures, the PTE may be held remotely in line with the instruction of the regulatory bodies of HSE University and the Russian Federation.

2.6. Pre-graduation Internship:

2.6.1. Purpose of pre-graduation internships is to expand understanding and instil skills in routine types of professional activities of graduates of the “Management and Digital Innovation” programme. This internship helps to cultivate initial professional abilities and experience.

The key objectives of pre-graduation internship include:

- enhancement of theoretical knowledge obtained during studies under Year 1 to 4;
- instilling among students skills in express analysis of the economic activities of companies and their components related to the student’s own specialization (concentration);
- acquisition of initial practical skills for carrying out actual tasks in the student’s chosen professional sphere;
- instilling in students ability for reflective acquisition of professional competencies as per the educational standard.

2.6.2. Key deadlines:

2.6.2.1. sign-off of an assignment for the student – no later than the start of the internship;

2.6.2.2. submission of an interim draft – no later than the final day of the internship;

2.6.2.3. submission of a final draft/report – no later than 5 (five) calendar days from date when the pre-graduation internship is completed.

2.6.3. Contents, features of study:

Mode of the pre-graduation internship is stationary. Internship is held in a discrete format, through the allocation of an uninterrupted period for pre-graduation internship in the academic calendar.

Internships are held at host subdivisions at HSE University, whose research focus is aligned with interns' field of study, including the joint departments of the HSE Graduate School of Business, as well as field-specific state, municipal, commercial and non-commercial organizations, institutions and enterprises (hereinafter "host organizations"). A host organization is an institution, which engages in activities in line with the field of studies pursued by students, or other subdivision fulfilling related functions.

Possible commercial organizations where internship can be held include:

- production enterprises;
- wholesale companies;
- chain retailers;
- e-sales firms;
- service companies;
- other types of service organizations.

Student internships at organizations should be held at subdivisions, engaged in activities (specializations) in line with the student's field of studies, or at another subdivision, fulfilling relevant functions.

Internships shall be held on the basis of agreements and/or contracts with respective organizations, regardless of their legal structure and ownership type, or on the basis of a consent letter from a host organization, whereby places shall be provided to host student internships within the framework of the "Management and Digital Innovation" programme.

2.6.4. Based on the results of their internship, students shall submit a report compilation in the form of a completed daily journal and an internship report. The daily journal is a document, which should specify the internship plan and the course of its implementation, including notes on arrival and departure to and from the place of the internship, as well as feedback from the PTE supervisor and the co-supervisor representing the host organization. In turn, the internship report should also describe the organization's operations, provide an analysis of its functions, and assess problems faced by the company. Furthermore, the student's report may be amended by a teacher/internship supervisor in line with the individual assignment presented to the student.

Internship reports should feature the following sections:

1) Introduction:

- purpose and objectives of internship;
- short description of core features of internship;
- core results from internship participation.

2) Description of organization hosting internship:

- organization's official designation, its history;
- organization's legal form;

- organization's key areas of operation;
- assessment of company's market position (e.g., market share, total competitors, etc.);

- short description of learner's functions within their field of specialization.

3) Analysis of organization's system of management:

- organization's structure, description;
- description of core functions of organization's subdivisions (in line with the student's specialization);
- key cross-functional features of business processes relating to student's field of specialization;
- place and role of subdivision where student's internship takes place in overall structure of the organization;
- analysis of document processing at respective subdivision;
- assessment of extent of automation of managerial processes;

4) Conclusion (assessment of internship results; formulation of problems identified in the sector under review);

5) Annexes (used to provide source data for calculations and document templates, as well as other materials, the use of which may disrupt logical cohesion of the text).

If necessary, the report may feature drawings, illustrations, diagrams, photographs, etc.

Criteria and Grading Scale for Interim Assessment of Internship

The criteria for grading internships include the completeness and quality of completed assignments, quality of daily internship journals, as well as grade for an individual student's work during the process, as issued by their supervisor at the host organization.

The final grade for the internship shall be calculated according to the following formula:

$$O_{final} = O_z * 0,7 + O_o * 0,15 + O_p * 0,15, \text{ whereby}$$

O_{final} – final internship grade;

O_z – grade for completion of internship assignment;

O_o – grade for daily internship journal;

O_p – grade by internship supervisor working on behalf of the host organization.

The final grade shall be rounded to a whole number (as per arithmetic rounding rules). When calculating a final grade, respective components therein are not rounded.

The defense of internship reports shall be held as per the timetable set in working curricula. The defense process should be held no later than five days after the completion of the internship (including weekends and holidays) in the presence of a teacher/internship supervisor.

The results of defenses of internship shall be registered in an assessment record. An original of this document shall be submitted to the programme office, while a copy shall be stored with the relevant subdivision.

Unsatisfactory grades, received for an internship shall be considered as an academic failure.

Assessment Standards for Interim Assessment of Internship Outcomes

- list of competencies developed during internship, specifying the stages of their development while pursuing studies under the programme;
- description of indicators and criteria for assessing skills, as well as a description of the grading scale;
- template assessment materials, necessary for assessing knowledge, abilities, skills and/or experience, whereby the stages of step-by-step formation of competencies over the course of instruction are considered;
- methodological materials, determining procedures for assessing abilities, knowledge, skills and/or experience, on a step-by-step basis of formation of competencies.

2.6.5. During the PTE process, learners may use information technologies, e.g., automated tools for designing and developing software, as used at their host organizations, as well as online resources and technologies, etc.

Equipment and supplies to support the PTE shall be specified in agreements for practical instruction with respective organizations. Such support should meet current sanitary and fire safety standards, as well as the technical and workplace safety rules.

2.6.6. Under restrictive and other measures, the PTE may be held remotely in line with the instruction of the regulatory bodies of HSE University and the Russian Federation.

2.7. Preparing Thesis Works:

2.7.1. The goals for thesis writing include the following: cultivating knowledge and skills of students as acquired during theoretical and practical classes, improving abilities to independently find and analyze materials on thesis topic, as well as develop analytical, research and project competences, ability to work with information and data arrays.

The core objectives of the creation and defense of a thesis include:

- cultivating, systematizing and integrating theoretical knowledge and practical skills in the given field of study;
- developing ability to critically assess and summarize theoretical provisions;
- application of received knowledge in carrying out applied tasks in the field of instruction;
- stimulating skills in independent analytical work;
- mastering contemporary methods in analytical research;
- confirming students' readiness to take part in professional/practical activities under market economy conditions;
- presentation of public discussion skills and ability to defend academic ideas, proposals and recommendations.

2.7.2. Key deadlines:

2.7.2.1. sign-off on the assignment for the student – no later than November 15 of the current academic year;

2.7.2.2. submission of an interim draft – with the approval of a supervisor, but no later than April 20 of the current academic year;

2.7.2.3. submission of a final draft/report – no later than May 20 of the current academic year;

2.7.2.4. other dates in the timetable for thesis works are set out in Annex 1 to the Guidelines for Writing Thesis Works under the Degree Programmes in Fields 38.03.02 “Management” and 38.03.05 “Business Informatics” (Bachelor’s degree level).

2.7.3. The contents of thesis works are set out in Section 8 of the Guidelines for Writing Thesis Works Under the Degree Programmes in Fields 38.03.02 “Management” and 38.03.05 “Business Informatics” (Bachelor’s degree level). The stages of thesis development are set out in Sections 4-7 of the Guidelines.

The instruction of students majoring in “International Management” as a specialization is provided with an English track and, as such, thesis works by students in this concentration should be written in English.

2.7.4. Grading of thesis works is set out as per Section 3 of the Guidelines for Writing Thesis Works Under the Degree Programmes in Fields 38.03.02 “Management” and 38.03.05 “Business Informatics” (Bachelor’s degree level). Criteria as to the structure, content and quantity of reporting formats with respect to thesis works are set out in Section 9 of the Guidelines.

2.7.5. During a PTE, learners may utilize information technologies, including automated tools for designing and developing software, as deemed usable at the host organization, as well as various online resources, etc.

Equipment and supplies to support the PTE shall be specified in agreements to hold internships with specific organizations. Specified support should meet current sanitary and fire safety standards, as well as rules for workplace and technical safety.

2.7.6. Within the context of restrictions and other measures, the PTE shall be carried out remotely in line with the instructions of the regulatory bodies of HSE University and the Russian Federation.

2.7.7. More detailed information about thesis works, including technical criteria for the creation and terms of publication of theses, can be found in the Guidelines for Writing Thesis Works Under the Degree Programmes in Fields 38.03.02 “Management” and 38.03.05 “Business Informatics” (Bachelor’s degree level).

Section 3. Key Features for Studies for Persons with Disabilities

Internship instruction for learners with disabilities shall be organized with due consideration of their specific needs, health and psychophysical conditions and abilities.

Title Page Template for Internship Report

National Research University Higher School of Economics

HSE Graduate School of Business
Bachelor's Programme "Management and Digital Innovation"

REPORT
on _____ internship

completed by Student_____

(full name)

(signature)

Checked by:

(position, full name of supervisor on behalf of host organization)

<hr/>	<hr/>
<i>(grade)</i>	<i>(signature)</i>
seal	<hr/>
	<i>(date)</i>

(position, full name of supervisor on behalf of faculty)

(grade)

(signature)

(date)

Report Structure

1. Introduction (specifying the objectives and goals of the internship);
2. Main body of the report;
3. Individual assignment as it was completed;
4. Conclusion (including a self-assessment of skills development);
5. Annexes (charts, graphs, tables, algorithms, illustrations, etc.)

Report's main body should include the following sections:

1. Short description of the organization where the internship was held, with a description of its sphere of activity, structure and economic indicators;
2. Description of professional tasks carried out by the intern (in line with the objectives and goals of the internship programme and their individual assignment).

Internship Journal Template

National Research University Higher School of Economics

HSE Graduate School of Business
Bachelor's Programme "Management and Digital Innovation"

Journal
of student _____ **internship**
_____ group _____ year

(last name, first name, middle name/patronymic)

Start date _____

Date of completion _____

Grade _____

Internship supervisor (full name, position) _____/signature/

_____, 20__

Location of internship _____

Position, full name of internship supervisor on behalf of host organization _____

REPORT ON COMPLETED WORKS

Timeframe	Short description of works (to be filled in by intern)	Instructions/comments of internship supervisor	Notes on completed works (signature of internship supervisor)

Student Intern _____ / _____ /
signature/ full name

FEEDBACK
on Student's Work at Place of Internship

This feedback has been drawn up for a student by their supervisor on behalf of the host organization upon the completion of the internship.
The feedback must indicate – last name and initials of student, place of internship, and timeframe.

The feedback should specify:

- professional tasks completed by student;
- completeness and quality of execution of internship programme;
- student's attitude to assignment during the internship;
- assessment of development skills (descriptors of their formation).

Competency code	Skills formula/descriptors	Grading (points, verbal)

- conclusions about a student's preparedness to engage in professional activities; if necessary, commentary on his/her personal and professional qualities.

This feedback is signed by the internship supervisor on behalf of the company (organization) and verified with a stamp.