

Федеральное государственное бюджетное образовательное  
учреждение высшего образования  
«РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА И  
ГОСУДАРСТВЕННОЙ СЛУЖБЫ  
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ»

---

Институт общественных наук

Утверждена ученым советом  
Института общественных наук  
Протокол № 66 от 13 ноября 2023 г.

**ПРОГРАММА ГОСУДАРСТВЕННОЙ ИТОГОВОЙ АТТЕСТАЦИИ**  
по направлению подготовки  
**38.04.02 Менеджмент**  
*(код, наименование направления подготовки)*

**«Стратегические коммуникации: государство и бизнес. Международная  
англоязычная магистратура»**  
*(направленность (профиль))*

**Магистр**  
*(квалификация)*

**очная**  
*(форма обучения)*

Москва, 2023 г.

**Авторы–составители:**

Заведующий кафедрой международного менеджмента,  
декан факультета публичной политики и  
управления ИОН, к. э. н.

Абрамова Н.М.

Старший преподаватель кафедры  
международного менеджмента



Прохорова Е.С.

РАССМОТРЕНА И РЕКОМЕНДОВАНА для использования в учебном процессе кафедрой  
международного менеджмента № 8 ММ от 16 октября 2023 года

Заведующий кафедрой международного менеджмента,  
декан факультета публичной политики и  
управления ИОН, к. э. н.

Абрамова Н.М.



Federal State-Funded Educational Institution  
«THE RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND  
PUBLIC ADMINISTRATION»

---

Institute for Social Sciences

**PROGRAM OF STATE FINAL EXAMINATION**

38.04.02 Management

*(code and name of educational program specialization)*

«Strategic Communication»

*(professional direction)*

Master of Science

*(vocational qualification)*

Full-time

*(mode of study)*

Moscow, 2023

**Content author(s):**

Head of Department of International Management,  
Dean of School of Public Policy and  
Management Institute for Social Sciences, PhD



Abramova N.M.


Senior Lecturer of the Department  
of International Management



Prokhorova E.S.

CONSIDERED AND APPROVED for teaching situation by academic department  
Record from 16 October 2023 № 8MM

Head of Department of International Management,  
Dean of School of Public Policy and  
Management Institute for Social Sciences, PhD



Abramova N.M.

## **THE THESIS FOR MASTER'S PROGRAM**

Regulations on the state final certification at the RANEPA for educational programs of higher education, undergraduate programs, specialist's programs and master's programs<sup>1</sup>, approved by order of the rector of the Academy dated March 25, 2016 No. 01-1502 (as amended by orders of the RANEPA dated May 11, 2016 No. 01 -2211, July 4, 2016 No. 01-3429, May 15, 2017 No. 01-2565, October 24, 2017 No. 01-7205, November 16, 2017 No. 01-7946, May 6 2019 No. 02-520, dated December 22, 2021 No. 02-1430, dated September 27, 2023 No. 02-1747).

During Year 2 students undertake an individual research project which will be supervised by an appropriate member of staff. The project forms a substantial part of the study leading to the award of a Master's degree and gives students the opportunity to consolidate their learning into something of real value to themselves and their organizations.

### **The philosophy of Master's project and aims and objectives**

The basic idea behind a Master's project revolves around the identification of a business issue that the student wishes to investigate. The issues under investigation should, preferably, relate to the student's own current or potential working environment. Students should, on the basis of existing theories and/or principles, collect and analyze original data or *analyze existing data in an original way*. Based on the findings of the research the project should provide both a contribution to the specific area of research as well as actionable recommendations as to future plans and/or actions. An implementation plan, discussing how the recommendations are to be implemented (by whom, when, how, problems, costs etc), must be included.

The project will be expected to display clarity of problem definition, a carefully argued case for the methods employed, intellectual rigor, and sensitivity to the organizational context within which any action or recommendations are being made. Hence the project will enable the student to develop intellectual interests and demonstrate an ability for individual research. The project will draw on the intellectual skills acquired from the core subjects and the specialist skills and knowledge developed in the electives. Accordingly, a high standard of achievement will be expected in the project.

### **DEADLINES:**

November 3 – approval of the supervisor (email from program coordinator)

November, 15 – proposal submission (email to supervisor and program coordinator)

*-intermediate results (chapters, literature review) should be sent and discussed with supervisor-*

April, 30 – dissertation draft submission (email to supervisor and program coordinator)

May, 31 – final draft submission (email to supervisor and program coordinator)

June, 10 – final dissertation submission to the deans office

End of June – project defense (date to be approved)

---

<sup>1</sup> [https://www.ranepa.ru/images/docs/prikazy-ranhigs/Pologenie\\_GIA.pdf](https://www.ranepa.ru/images/docs/prikazy-ranhigs/Pologenie_GIA.pdf)

## **Dissertation Requirements**

- The following must be handed in to the dean's office;
- 2 bound hard copies of your dissertation
- 2 reviews: one from supervisor, another one from external reviewer (must be on official paper with a stamp of organization)
- The dissertation must be on a management related area.
- Word count is no less than 20000 words excluding bibliography/references , appendices, the cover page, abstract, glossary and list of tables figures, charts and abbreviation

## **Formatting**

- Print on quality A4 paper
- Font size must be 14
- The font must be Times New Roman
- Pages must be numbered
- Line spacing must be 1.5
- Written in 3rd person

## **Structure**

- Title Page (Mandatory)
- Antiplagiarism report (Mandatory)
- Acknowledgements (Optional)
- Abstract (Mandatory)
- Contents page (Mandatory)
- List of tables, figures, charts and abbreviations (Optional)
- Glossary (Optional)
- Body of text (Mandatory)
- Bibliography (Mandatory)
- Appendices (Optional)

## **Body of text**

The main body of text is divided into chapters. A common structure for a dissertation is as follows:

- Introduction
- Chapter 1: Theoretical part. Literature review on the chosen topic
- Chapter 2: Analytical part. Analysis of the chosen case/company/industry
- Chapter 3: Describing findings and designing recommendations
- Conclusion

**The introduction:**

- Topic area
- Central question/objective
- Importance
- Methodology
- Key issues to be addressed
- Plan of dissertation

**The literature review:**

This is essential to a good dissertation; you must have a good understanding of the literature on your topic area. The literature review is rather like an essay and should discuss the key points of relevant literature that you have found. It is important that it is structured well and has headings to divide it up. The literature review for your dissertation is unlike your proposal you should not include sentences like “This book is really good because it told me about shareholder wealth”. You should review what the book has said not outline its uses. Do not discuss how you found the literature for example “I found most of my literature from a google scholar search”. The literature review should be essential in forming your methodology; you will be expected to justify your choice of methodology through the literature that you have read.

**Methodology:**

- Sample size and how it was selected
- Data source
- Method chosen (i.e. formulas used in calculations or questionnaires)
- Justification for your chosen method
- Limitations of your method

The methodology should only include information how you went about your study NOT how you wrote the literature review.

**Discussion of analysis and findings**

- Presentation of your findings
- Analysis of your results

**The conclusion:**

- Do not just summarise your major findings
- Compare your findings to your objectives
- Compare your findings to prior literature
- Situate your findings in relation to existing theories

## **ANTI PLAGIARISM REPORT**

Academic misconduct is defined as any attempt to gain unfair advantage in assessment and examinations. In simple terms, it amounts to any form of cheating. The representation by any student of another person's work as his or her own is plagiarism, and an example of academic misconduct. Similarly, a student who aids and abets a fellow candidate to commit academic misconduct - for example, by allowing his/her work to be plagiarized - is also guilty of academic misconduct. Taking crib sheets into an unseen examination without permission can be another.

Master's program students are encouraged to study co-operatively. There is a clear distinction between learning this way and cheating by copying another student's work. If you are ever in doubt you are urged to seek the advice of your supervisor.

There are times when work or personal pressure make borrowing someone else's work appear attractive. However, the penalties associated with academic misconduct include failing the MSc. outright, and there is always an alternative and honest way of completing a thesis.

Material submitted for assessment must represent the student's own efforts and must be his/her own work. Brief quotations from the published or unpublished works of another person may be used, but must always be attributed. Extensive or unacknowledged quotations, close paraphrasing or copying from the works of another person, without attribution, constitutes plagiarism, which is an examination offence and shall be dealt with according to University Regulations.

Before the final submission the thesis should be assessed in RANEP A Antiplagiat website. The minimum work originality is 85%. A report of that showing the originality should be provided with hard copies of the thesis.

### **Policy for Supervision**

<b>What students can expect from academic staff</b>	<b>What academic staff expect from you</b>
---	--



<ul style="list-style-type: none"> <li>• Allocation of a personal supervisor for regular scheduled meetings during term time. They will inform you of their availability at other times</li> <li>• An initial discussion of up to 1 hour of supervisory time to agree a research topic and prepare an outline research proposal</li> <li>• Up to 6 further hours of supervisory time (to include reading of draft chapters, telephone and email correspondence as well as face-to-face meetings if appropriate).</li> <li>• Feedback on drafts within a reasonable period (normally within 15 working days)</li> <li>• Your final dissertation/project will be marked by your advisor and a second reader. There will be an agreed final mark after the Defense.</li> <li>• You own the copyright of your work.</li> <li>• If your supervisor proposes submitting any part of your work for publication or public presentation, it will be only with your prior written consent, and with your contribution or authorship acknowledged appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>• You will take responsibility for initiating contact with your supervisor, and will adopt a professional approach to thesis/project preparation involving regular scheduled meetings whenever appropriate and communication (late requests for supervisory support may not be met).</li> <li>• You should keep a diary/log of supervisory meetings/discussion and retain files of all materials used in the preparation of your dissertation/project.</li> <li>• Reasonable notice when requesting supervisory meetings, and when cancelling them</li> <li>• Preparation in advance for supervisory meetings</li> <li>• Serious consideration of your supervisor's advice</li> <li>• Full participation in the Research Methods Module and reference to the Project Methodology Text</li> <li>• Authenticity in all your work. The contribution of all others must be appropriately acknowledged, and in accordance with University policies, especially those relating to Research Ethics and Student Misconduct</li> </ul>
--	--

### **Defense Procedure**

The defense of the project is conducted in a format of open room discussion. The exam panel will have a secretary who announces the name of the candidate and the topic. The candidate will enter and do the presentation in front of the exam panel and answer the questions.

The secretary notes down all the questions and answers.

The secretary usually reads out the feedback from the supervisor and review from the company.

Marks are put by the exam board based on the theoretical part and practical research

The secretary is responsible for maintaining a separate protocol for each student where all the comments are noted down. This paper is signed by the members of the exam board.

If the student fails, then he or she is given an extension to complete the work. This extension is usually granted for one year. The student is required to file an application and provide all the required documents.

The defense of the project can be carried out using distance learning technologies (hereinafter - DLT) in connection with force majeure circumstances caused by measures to prevent the spread of coronavirus infection. The decision to conduct a defense of the project with

the use of DLT is made by the head of the structural unit that implements the educational program and organizes the defense for all training educational programs without submitting applications from their side.

The defense of the project with the use of DLT is carried out in accordance with the provisions of the Order "On Approval of the Regulations for Conducting State Final Certification Using Distance Learning Technologies in Preventing the Spread of New Coronavirus Infection in the Russian Federation" No. 02-370 dated April 24, 2020.

### **Defense Day Instruction for Students and Members of the Exam board**

- Students and the board members are requested to dress up formally
- Students and board members are requested not to use any electronic gadgets which may distract attention during the defense procedure.

### **Defense Day- Technical Facilities**

The defense room is equipped with computer and projector. The students are allowed to use PPT or any program from Apple to do their final project presentation. Pointers are also provided.

### **Dissertation assessment policy<sup>2</sup>**

Dissertation assessed based on the quality of research presented in the work and the quality of defense, ability of student to present his research idea, literature review, developed model and the results of his research. Table below defines the assessment criteria.

<b>Grades</b>	<b>Grade Distribution Guidance</b>
Excellent / 5	The dissertation is fully mastered. The student presents a high level of professional knowledge of all the relevant issues, uses terminology and applies theoretical parts in problem solving; knows how to deal with specific questions beyond the course. Student presents well-reasoned positions on the key issues.
Good /4	The dissertation is fully mastered. The student presents good standards of professional knowledge of the relevant issues, uses terminology and applies theoretical parts to the problem fairly well.
Satisfactory / 3	The student has presented the dissertation with arguments but without any well-developed model. Student operates with terminology and generally understands the presented research question.

<sup>2</sup> <https://www.ranepa.ru/sveden/education/obrazovatelnye-programmy-nabora-2022-2023/>

Fail/2	The student has some knowledge of the problems of the course; presents weak knowledge of terminology and problem-solving techniques but in general is not prepared.
--------	---

## Exemplar Assessment Criteria for Dissertation Module

Learning Outcome	Failure (<49%)	Pass (50-59%)	Commendation (60-69%)	Distinction (70%<)
Clarity of problem definition and scope	Unclear, and unfocused	Some attempt at clarity	Clearly focused	Sharply focused and related to academic debate
Critical evaluation of literature	Eclectic, disorganised, irrelevant/out of date, and unclear research questions/hypotheses	Some attempt to identify relevant literature, but incomplete or inadequate evaluation	Identification of an appropriate and up-to-date body of literature, that is critically evaluated to identify clear research questions or hypotheses	Excellent up-to-date review of literature that engages with leading edge academic debate, which generates original research questions and hypotheses
Case for research methods used	Little appreciation of research design options and poorly executed data collection	Some appreciation of research design options, and some care taken in data collection	Good grasp of research design options and thoughtful data collection strategy	Excellent review of research design options and highly proficient data collection strategy
Analysis and interpretation of data	Unclear findings, unrelated to research questions/hypotheses, and little attempt to discuss in relation to original literature review	Findings are organised clearly, but little attempt to relate this to the discussion of the literature	Findings are reported clearly and discussed thoroughly in relation to research questions/hypotheses	Findings are organised clearly and discussed in a highly analytical manner that generates new knowledge and insight
Clarity and feasibility of recommendations	Unclear how these relate to preceding analysis and no thought about feasibility of implementation	Some attempt to relate these to preceding analysis, but weak consideration of feasibility of implementation	A clear link to the preceding analysis can be discerned, and some thought has been given to feasibility of implementation	A clear link to the preceding analysis and considerable attention devoted to an implementation strategy
Presentation	Unprofessional, inappropriate written style, weak referencing	Some attempt at professional presentation, but weaknesses in style, referencing	Professionally presented, clearly written and well-referenced	Highly professional presentation, clearly written, and extremely well-referenced

*(sample)*

**Федеральное государственное бюджетное образовательное  
учреждение высшего образования  
«РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА  
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ  
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ»**

---

**ИНСТИТУТ ОБЩЕСТВЕННЫХ НАУК**

Кафедра международного менеджмента

Направление подготовки: 38.04.02 Менеджмент

Направленность (профиль): Стратегические коммуникации: государство и бизнес.  
Международная англоязычная магистратура

**ВЫПУСКНАЯ КВАЛИФИКАЦИОННАЯ РАБОТА**

**на тему:**

« \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ »

**Автор работы:**  
студент 2 курса  
очной формы обучения  
Ф.И.О.  
Подпись

**Руководитель работы:**  
Должность, звание  
Ф.И.О.  
Подпись

Москва 2024

**RUSSIAN PRESIDENTIAL ACADEMY OF NATIONAL ECONOMY AND PUBLIC  
ADMINISTRATION**

**INSTITUTE FOR SOCIAL SCIENCES**

Department: Chair of International Management

Qualification: 38.04.02 Management

Professional direction: Strategic Communication

**THESIS:**

«...»

Student:

Supervisor:

Moscow 2024

*(sample)*

**Федеральное государственное бюджетное образовательное  
учреждение высшего образования  
«РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА  
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ  
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ»**

---

ИНСТИТУТ ОБЩЕСТВЕННЫХ НАУК

Кафедра международного менеджмента

Направление подготовки: 38.04.02 Менеджмент

Направленность (профиль): Стратегические коммуникации: государство и бизнес.  
Международная англоязычная магистратура

***ОТЗЫВ***

***на выпускную квалификационную работу на тему:***

---

---

---

*студента \_\_\_\_\_ группы очной формы обучения*

---

*(Ф.И.О.)*

*Руководитель выпускной квалификационной работы:*

---

---

*(Ф.И.О., должность, ученая степень, звание)*

***СОДЕРЖАНИЕ ОТЗЫВА***

---

---

---

---

---

*(подпись)*

« \_\_\_\_\_ » \_\_\_\_\_ 20\_\_ г.

*(sample)*

**Федеральное государственное бюджетное образовательное  
учреждение высшего образования  
«РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА  
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ  
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ»**

---

**ИНСТИТУТ ОБЩЕСТВЕННЫХ НАУК**

Кафедра международного менеджмента

Направление подготовки: 38.04.02 Менеджмент

Направленность (профиль): Стратегические коммуникации: государство и бизнес.  
Международная англоязычная магистратура

**РЕЦЕНЗИЯ**

**на выпускную квалификационную работу на тему:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

студента \_\_\_ группы очной формы обучения \_\_\_\_\_

\_\_\_\_\_

*(Ф.И.О.)*

Руководитель выпускной квалификационной работы: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*(Ф.И.О., должность, ученая степень, звание)*

Рецензент: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*(Ф.И.О., должность, ученая степень, звание)*

## СОДЕРЖАНИЕ РЕЦЕНЗИИ

---

---

---

---

---

---

---

---

---

---

Рекомендуемая оценка рецензента:

---

---

(подпись)

«\_\_»\_\_\_\_\_20\_\_г.



**Dissertation topics examples**

1. Employee Performance: Impact of Company Goals Aligning with Personal Values
2. The Most Effective Measures of Performance: How Managers Can Evaluate Employees
3. Most Effective Management Style for a Modern Workplace
4. Distinguishing Leadership from Management in Order to Encourage Better Business Strategies
5. Workplace ethics: analysis of small businesses
6. Sustainability in business: methods and results
7. Management Strategy and Social Networks
8. Impact of HRM on organizational growth
9. Main Strategies that Attract Foreign Investment
10. Loyalty Programs Work in Retail Business