

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

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ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ  
«САМАРСКИЙ НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ  
УНИВЕРСИТЕТ ИМЕНИ АКАДЕМИКА С.П. КОРОЛЕВА»

ВЫПУСКНАЯ  
КВАЛИФИКАЦИОННАЯ  
РАБОТА МАГИСТРА

МАГИСТЕРСКАЯ  
ПРОГРАММА  
«HIGH-TECHNOLOGY  
BUSINESS  
MANAGEMENT»

GUIDELINES  
FOR WRITING  
A MASTER'S THESIS

MASTER PROGRAM  
IN HIGH-TECHNOLOGY  
BUSINESS  
MANAGEMENT

Рекомендовано редакционно-издательским советом федерального государственного автономного образовательного учреждения высшего образования «Самарский национальный исследовательский университет имени академика С.П. Королева» в качестве методических указаний для студентов Самарского университета, обучающихся по основной образовательной программе высшего образования по направлению подготовки 38.04.02 Менеджмент

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**Выпускная квалификационная работа магистра. Магистерская программа «High-Technology Business Management»** (Guidelines for Writing a Master's Thesis. Master Program in High-Technology Business Management): метод. указания/ сост. *Е.З. Глазунова, Е.А. Ефимова, М.В. Цапенко*. – Самара: Изд-во Самарского университета, 2018. – 36 с.

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Включают данные о требованиях:

- к выпускной квалификационной работе магистра в форме магистерской диссертации (ВКРМ);
- к выбору и утверждению темы и научного руководителя ВКРМ;
- к написанию текста, содержанию и оформлению ВКРМ;
- к подготовке и представлению ВКРМ к защите;
- к процедуре защиты.

Предназначены для студентов института экономики и управления очной формы обучения по направлению подготовки 38.04.02 Менеджмент (уровень магистратуры) – магистерская программа «Управление высокотехнологичным бизнесом» (High-Technology Business Management).

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## INTRODUCTION

The defense of Master's Thesis is a mandatory component of the State Final Attestation. The Ministry of Education and Science of the Russian Federation defines the State Final Attestation as a special procedure aimed at the assessment of the knowledge and skills of graduates and their correspondence to the State Educational Standard.

The Master's Thesis is the final stage of the Masters degree and it provides students with the opportunity to show that they have gained the necessary competencies in order to organize and conduct a research project.

The purpose of Master's Thesis is to systematize, summarize and spread the theoretical knowledge, skills, abilities and experience gained through studying within the Higher Educational Program in Management (38.04.02, Master's Degree).

Master's Thesis should be the result of work that is independently conducted, and that represents original research and critical analysis. The thesis should demonstrate the student's ability to use his knowledge, skills and the experience to solve some specific problems.

A Master's Thesis is a 'formal' document and there are some rules and requirements that determine the way in which it is presented.

The curriculum provides time to write a Master's Thesis according to the State Educational Standard.

For writing the Master's Thesis, the student can use his previous studies (essays, course projects, research findings), that were prepared within the framework of some studying courses, educational, teaching, production and undergraduate internship.

## **BACKGROUND INFORMATION**

Master's Thesis is a research conducted independently under the advising of an academic supervisor at the final stage of master's degree program.

Master's Thesis should contain the summarizing of the results and scientific ideas that will be defense by student at the State Final Attestation. It must provide the evidence of the author's ability to use theoretical knowledge and practical skills to identify problems, formulate research purpose and choose methods for the investigation.

The content of the thesis is the findings of theoretical studies, the new methodological approaches to research problems, as well as applied problem solving.

Student writes his Master's Thesis within the framework of materials he collected personally during his study period. The main sources of materials for the Master's Thesis preparation are the results of the research experience of the master's student and his scientific publications.

Master's Thesis should contain theoretical (methodological), practical (analytical) and project (synthetic) parts. It must be differ from bachelor's thesis in the level of theoretical study and scientific novelty of the author's ideas.

The topic of the Master's Thesis, as a rule, corresponds to the research problem of the Department of Management and the student's academic supervisor.

## MASTER'S THESIS IN OUTLINE

The thesis should consist of approximately 70-100 pages of printed text, without the Appendices (see the Master's Thesis Requirements).

The text of Master's Thesis is necessarily checked for plagiarism. The originality of Master's Thesis should be at least 70%. Thesis with less text originality is rejected.

The Master's Thesis must meet the requirements set out in these guidelines.

Master's Thesis must be submitted to a peer-review. The reviewer (external examiner) is an academic person, who is not employees of the organization where the thesis is completed, but who is a specialist in the research subject area. The reviewer assesses Master's Thesis and provides a Reviewer's Report (Reviewer Comments to the Author).

Master's Thesis consists of an introduction, chapters as the main body of the thesis, and conclusion.

*An Introduction should include:*

- 1) a brief description of the topic;
- 2) a preliminary literature review;
- 3) the research hypothesis (the research proposal);
- 4) the object of study and the subject of study, the purpose and objectives of the study and novelty value of the thesis;
- 5) the research methodology;
- 6) the description of the thesis structure as well as a summary (synopsis) of the chapters and parts of the thesis;
- 7) significance of the study.

*A research hypothesis* is a specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific research study based on the contradiction-oriented concept and problem-solving.

*The purpose* of the Master's thesis provides a description of what student wants to achieve from carrying out his research. The purpose is oriented to the analysis and responding to the research question in two main directions - theoretical and application-oriented.

*The objectives* of the Master's thesis is the particular issues that student needs to address in order to achieve the purpose above. They are more specific than the purpose, and they outline the particular dimensions of the research topic.

The objectives of the research can be divided into two groups: basic and additional. The basic objectives help to get the answer to the question: what are the methods and tools need to be used to solve the scientific problem? Additional objectives help to clarify the factors and reasons that go with the scientific problem.

*The object of study* is the problem, system, process or something else that will be investigated in Master's Thesis. It is more specific than the research subject area and specifies the various insights, information that need to be collected in order to achieve the objectives.

*The subject of study* is the most significant theoretical and practical characteristics, attributes and features of the object of study that should be investigated. It is the author's viewpoint on the specific research problem and its aspects that provides a necessity to analyze the problem and to identify the new connections and functions.

Thus, the Introduction reflects the logic of the Master's Thesis and it allows the reader to assess the main idea of the Master's Thesis.

*The main body of the thesis* comprehensively and systematically describes the issue underlies this research.

The main body of the thesis, as a rule, consists of three chapters, each of which is divided into sections according to the research topic and its objectives. There should be at least two sections in each chapter, but three sections are better.

The first chapter of Master's Thesis is a critical review and analysis of literature, materials, methods, models and research findings that other researchers have provided and discovered.

The second chapter of Master's Thesis is an analysis of the research problem.

The third one is devoted to synthesis of new knowledge, construction of models, techniques, approaches and solutions.

The titles of chapters and sections should be different from each other as well as the topic of Master's Thesis.

The titles of chapters should be informative and reflect the ideas described in them.

The first chapter has usually theoretical and methodological content. The master's student should demonstrate his knowledge about the theoretical and methodological aspects of the research problem and its historical stages of development, as well as the prospective of the problem investigations.

The second chapter should contain the results of the analysis of the problem development, based on statistical data. This chapter should be constructive and descriptive and also be connected with the third part of Master's Thesis.

The second chapter of Master's Thesis involves the synthesis of scientific research findings, which have the novelty value. The novelty value of scientific results, as a rule, is defined in the following terms:

- creating new models, mechanisms and structures;
- developing tools and technologies;
- describing new concepts.

The content of Master's Thesis is advised by the supervisor, and it depends on the topic. The Sample Research Topics are given in Appendix A.

Each chapter of Master's Thesis must have the conclusion.

*Conclusion* is the new statements based on the analysis of theoretical and (or) empirical material of Master's Thesis. It summarizes what student has done and what he has found.

The number of conclusion statements may be different, but not less than 3-5. Student can structure statements and group them according to the logical basis.

The conclusion should confirm the scientific novelty.



In conclusion the student can:

- emphasize the benefits of the approaches that were used;
- make assumptions about the possible ways of their modification;
- highlight the novelty value of the Master's Thesis;
- justify the appropriateness of selected methods and models;
- summarize the main findings of the research.

Master's Thesis should be written using a language that is understandable not only to specialists in scientific research, but also to specialists in other fields.

The *List of Acronyms and Abbreviations* and the *Reference List* will be placed after the Conclusion, if they are necessary.

The Reference List should contain at least 30 sources. There should be at least 30% of articles from scientific journals, including in Citation Databases.

*Appendices* are placed after the Reference List. Their goal is to avoid the overloading of the text with calculations and statistical data. Appendix contains useful additional information. Each Appendix starts with a new page and must be labeled.

## **NOVELTY VALUE OF THE MASTER'S THESIS**

The novelty value of the scientific findings of Master's Thesis is the most important requirement.

The student should be able to confirm the evidence of the research novelty at the State Final Attestation. Thus, it can be difficult for student to be critical of his own Master's Thesis or judge its novelty objectively. The only way to get a realistic view about the novelty of the Master's Thesis is by comparing it with other works in the field. Student and his supervisor need to conduct an exhaustive literature search to find out if the topic of Master's Thesis has been dealt with previously and how. Then they should compare the research problem of Master's Thesis, its methodology, and results with the other investigations and objectively analyze them.

There are some ways for student to spot the novelty value in Master's Thesis:

- use new techniques or quantitative or qualitative research methods;
- investigate of the same or similar problem with different methods;
- find out inconsistencies or gaps in theoretical approaches;
- check for various methodologies used to investigate the research problem;
- use techniques that other researchers have not used;
- check for connections or relationships that have not been studied before;
- trace down unexpected results and test them.

Also the following scientific positions have the novelty value:

- classifications;
- models;
- technique (technology);
- conception;
- criteria;
- assessments;
- indicators;
- categories and concepts;
- groupings;
- principles;
- justification;
- factors and actors;
- features;
- trends;
- approaches;
- clarification of the essence of phenomena.

So, it is necessary to set a true novelty value as the difference between the author's results and already known facts.

# **MASTER'S THESIS PROCESS**

## **Master's Thesis Supervision**

Student will be supported through the Master's Thesis by an academic supervisor.

Academic supervisor is responsible for the quality and content of the Master's Thesis.

The role of an academic supervisor:

- 1) to assist the student at the choosing the topic of the Master's Thesis and developing his Individual Learning Plan;
- 2) to advise on the choice of suitable methodological approach(es);
- 3) to advise on the choice of literature and factual material;
- 4) to monitor progress in Master's Thesis writing;
- 5) to advise on what is required to achieve a satisfactory Master's Thesis;
- 6) to organize pre-defense Master's Thesis in order to provide student with an experience of defending the thesis before the actual defense takes place and help student to improve his thesis before the final submission.

Academic supervisor is a professor or an associate professor who holds a Doctor of Science degree or a Candidate of Science degree.

Thus, the supervisor of the Master's Thesis advises all stages of preparation and writing the thesis up to its final defense.

## **Research Planning**

The research is planned under the advising of the academic supervisor based on the Assignment on the Master's Thesis.

The initial version of the research topic and the assignment are fixed in the Individual Learning Plan of master's student.

In the initial version of plan for the Master's Thesis, student and the supervisor should define the titles and contents of each section of the thesis.

The Master's Thesis plan should be flexible. Some changes can be made to

the plan because of correcting the contents of the sections due to the emergence of a new research material and statistics or their limitation.

All changes in the research plan are coordinated with the academic supervisor. The final version of the Assignment on the Master's Thesis is agreed by the supervisor and approved by the Head of the Department of Management.

### **Writing a Master's Thesis**

The first step of writing a Master's Thesis is a literature review. It is a part of the published literature which is relevant to the topic of the Master's Thesis and which acts as the basis for a fuller understanding of the context in which student is conducting his research.

It is recommended to conduct the literature review in the following order:

- guidance documents (laws, legislative acts, regulatory documents);
- scientific publications (monographs, books, periodicals),
- statistical data.

Initially, it is advisable to study the earlier publications, then the later ones.

The literature review should not be just a catalogue of authors but should attempt to introduce a critical evaluation of those research papers. The body of literature should be comprehensive, focused, organized clearly and relevant to the topic of Master's Thesis. Special attention should be paid to the articles in scientific journals indexed in the international citation databases and references to research findings.

It is necessary to provide a bibliographic description of the publications according to the requirements for the Reference List. This reference list must be agreed by the academic supervisor.

Master's Thesis must be presented in an appropriate academic style. Academic style is characterized by the clarity of expression, use of citation and referencing, a clearly structured approach to the justification of facts, theories and opinions presented in Master's Thesis.

Student should use clear and correct language and spelling. It is recommended to avoid speaking in first-term. For instance, do not use phrases such as

“In my Master Thesis I will investigate a problem of.../ In this part I will focus on the reasons related to ...” but “This Master Thesis will investigate a problem of... / This part will focus on the reasons related to...”.

Master's Thesis must be written in correct English. So, proofreading the thesis for grammatical and spelling mistakes is needed for all students.

Student should use transitions words and phrases to improve the connections and transitions between sentences and paragraphs in the Master's Thesis.

1) To express sequence: *first, second, first of all, then, firstly, secondly, then, to begin with, in addition.*

2) To clarify: *before, turning to, due to, therefore, it is thought that, it is considered, it is generally accepted that, we will stop at, it is necessary to stop on, for this reason, it is necessary to consider, with reference to.*

3) To show contrast: *nevertheless, moreover, despite of, in contrast to this, on the other hand, compared to the other, however, while.*

4) To express reason: *therefore, according to this, it means that.*

5) To emphasize a point: *indeed, it is necessary to presume it is clearly different from, besides, perhaps, probably, it is generally agreed today that, according to the report, according to information, according to somebody's opinion, according to the data.*

6) To conclude: *in summary, to summarize, in brief, it means that; to sum it up, in conclusion, at the end, summarizing what has been said.*

The content of Master's Thesis must be consistent. All chapters and sections should be linked. Particular attention should be paid to transitions between chapters, sections and paragraphs.

### **Structure of Master's Thesis**

The number of chapters and sections of the Master's Thesis depends on the volume of the material.

**Theoretical (methodological) part** (chapter) should not exceed 1/3 of the total size of the Master's Thesis. The theoretical chapter reflects the student's ability to systematize facts, theories, methods and models within the research

problem. The master's student examines and evaluates previously studies and argues his own position on the research problem.

The literature review does not contain everything that the student has learned from the reading, but only some publications related to the thesis topic.

The theoretical chapter develops analytic and critical thinking on primary results and analysis with reference to theoretical arguments based on the literature review. Student should try to highlight where there are major differences and similarities from the literature.

The theoretical part of the Master's Thesis provides an opportunity to choose the methodology and methods to analyze the research problem.

***The practical (analytical) part*** of the Master's Thesis should contain a detail description of the research problem and its complex analysis. This chapter should contain statistical data and calculations of indicators.

The main part of the second chapter is the presentation of the data that student has obtained. This data must be organized in a logical ordered. The analysis of qualitative data should be based on the research questions and issues. Tables, diagrams and figures are all useful ways of presenting research results.

**The project (synthetic) part** of the Master's Thesis provides recommendations and measures to study the research problem (for instance, improving tools, models, techniques, etc.). In the third chapter, all measures and recommendations should be specific and have novelty value. It is important to provide the evidences how the proposed package of measures will effect on the research problem.

## **MASTER'S THESIS DEFENSE**

In order to be admitted to the thesis defense, the master's student must have successfully completed Master's Thesis according to the requirements. His academic supervisor gives written feedback on the thesis and signs it.

*The feedback of academic supervisor.*

The supervisor submits a written feedback that describes in detail the quality of the Master's Thesis, its advantages and disadvantages, gives a permission to defend Master's Thesis.

The feedback of supervisor contains information about the preparation of Master's Thesis, its originality and novelty value. The supervisor will provide a conclusion if the Master's Thesis meets the requirements for the qualifying paper or project.

Master's Thesis together with the supervisor's feedback should be submitted to the Head of the Department of Management for review. The Head of the Department decides on admission to defend Master's Thesis.

A correctly completed Master's Thesis is submitted to the reviewer (external examiner) by the Head of the Department.

*Reviewer's Report (Reviewer Comments to the Author).*

The reviewer should assess the practical significance of the Master's Thesis, identify the author's viewpoint, evaluate the validity of research findings and assess the student's ability to apply methods for processing information. The reviewer should expertise the originality and novelty value of the thesis. The reviewer makes a conclusion about the quality of the Master's Thesis and assigns a grade (excellent, good, adequate or inadequate).

No later than three days prior the thesis defense, the following documents must be submitted to the Secretary of the State Examination Commission:

- 1) Approved Master's Thesis;
- 2) Research Proposal;
- 3) Student Record Book;
- 4) Individual Learning Plan;
- 5) Extract from the Protocol of Department Meeting about Permission to Defend Master Thesis;
- 6) Feedback of Academic Supervisor;
- 7) Reviewer's Report (Reviewer Comments to the Author);
- 8) License Agreement (in duplicate).

# MASTER'S THESIS REQUIREMENTS

## Thesis Format

The thesis needs to be prepared using standard text processing software and must be printed in black text (color for images, if necessary).

Master's Thesis should be presented:

- on single-sided A4 paper,
- normally with a 12 – 14 point font,
- font type is Times New Roman,
- 1.5 (one and a half) line spacing,
- the top and bottom margins should be 20 mm; right side margins should be 10 mm, whereas the left side margin should be 30 mm.

The first line of a paragraph is indented more than the other lines. Indent the first line of a paragraph is 1.25 cm

Master's Thesis should consist of approximately 70-100 pages of printed text, without the Appendices.

Master's Thesis must look like a book and be bound. The Thesis Binding Service is made available throughout Mediacyber in Samara University and Print Centers.

The following titles such as "ASSIGNMENT", "ABSTRACT", "CONTENTS", "INTRODUCTION", "CONCLUSION", "LIST OF ACRONYMS AND ABBREVIATIONS" and "REFERENCE LIST" are not numbered. They are printed in the middle of the line in capital letters.

The titles of the sections (chapters) should be numbered and also printed in the middle of the line in capital letters.

Don't use a full stop (period) at the end of the title. If the title consists of two sentences, they are separated by a full stop (period). Do not underline the title or put it in quotation marks.

The new chapter should be begun with a new page. In this case, the previous page may be not fully completed. If there is a table or figure that does not fit on the page, they will be moved to the next page. The empty space of the page should be filled with the text.

The title page is considered to be page 1, but the number is not printed. Start print page numbers on the Introduction. Page numbers are usually placed in the bottom center.

Order of Contents:

- Assignments on Master's Thesis;
- Abstract;



- Contents;
- Introduction;
- The main body of the thesis;
- Conclusion;
- List of Acronyms and Abbreviations;
- Reference list;
- Appendices.

Page numbers can be missed on the pages that are completely occupied by figures or tables, but they are taken into account.

Misprints, mistakes and graphical inaccuracies found during the preparation of the thesis can be corrected by cleaning or painting with the white paint and applying to the corrected text.

### **The Title Page**

The format of Master's Thesis title page is given in Appendix B.

The topic of Master's Thesis should be written in bold in capital letters.

### **Assignment on Master's Thesis**

The assignment format is given in Appendix C.

### **Abstract**

An example of the abstract is shown in Appendix D.

Abstract should be self-complete and contain no citations for which the thesis has to be referred.

### **Contents**

The word "CONTENTS" should be written in capital letters in the middle of the line.

Contents include: Introduction, the titles of all chapters and sections, Conclusion, List of Acronyms and Abbreviations, Reference List, Appendices.

The titles of sub-sections are not included in the Contents.

The table of contents should include all page numbers. The space between the title and the page number should be filled with dots: .....

### **Introduction**

The word "INTRODUCTION" should be written in capital letters in the middle of the line.

The introduction does not include tables and figures.

## The Main Body of the Thesis

1. The main body of the thesis is divided into chapters, sections, subsections, paragraphs and subparagraphs.

2. Do not use the Roman numerals, the paragraph sign and a full stop (period) in the number of chapter, section, subsection, paragraph and subparagraph.

3. Subsections should be numbered within the framework of each section. The subsection number consists of the chapter number and the ordinal number of the subsection, separated by a full stop / period (for example, 1.1). Do not use a full stop (period) at the end of the subsection number.

4. Subsections may consist of paragraphs. The number of the paragraph should consist of the chapter number, subsection number and the ordinal number of the paragraph. Each number is separated by the full stop (period) (for example, 1.1.1).

5. Titles of subsections are indented by 1.25 cm.

6. Use double line spacing in the following situations:

- after the words: "ABSTRACT", "CONTENTS", "INTRODUCTION", "CONCLUSION", "LIST OF ACRONYMS AND ABBREVIATIONS", "REFERENCE LIST";

- after the title of the chapter;

- between the text and the title of the subsection;

- between the text and the table caption, as well as after the table;

- between the text and the figure, as well as after the figure caption before the text.

7. Use one and a half line spacing in the following situation:

- after the title of the subsection before the text.

8. Use single line spacing in the following situations:

- in the caption for the table or figure (if it occupies two lines and more);

- in the title of chapter, section, sub-section, paragraph;

- between the table caption and the table, as well as between the figure and the figure caption.

9. Do not apply Bold, Italic and Underline to the text.

10. Do not break words in the titles.

11. Do not use shortened forms of words in the text.

It is recommended to use only common abbreviations (for example, physical quantities).

It is recommended to write out numbers from one to nine as words.

12. Each sheet of text should be filled in completely. The Contents, Introduction, each chapter, Conclusion, List of acronyms and abbreviations, Reference list, each Appendix should be begun from the new page.

13. Do not use in the text mathematical symbols without numeric character:

$\%$ ,  $=$ ,  $+$ ,  $-$ ,  $<$ ,  $>$ ,  $\cong$ ,  $\leq$ ,  $\geq$ .

14. The word "minus" must be written before the negative values of the variables.

15. For the first designation of the parameter in the text, it is necessary to give its explanation, for instance: Profitability of sales PS.

17. Tables and figures are located immediately after the text, in which they are mentioned for the first time.

All tables and figures must be referred to in the main body of the text.

Also appendices must be referred to.

Refer to them in the text by their number. For example:

“As illustrated in Figure 2...”, “As shown in Table 1...”, “There is a hierarchical relationship between the structural parts of the object (Figure 2)”, “The results of the calculations are given in Table 2”.

The words "Figure" and "Table" should be written without any reduction.

18. Please, use the Numeric style for Reference List in the Master’s Thesis. In the Numeric style, sources are identified by a number, starting with 1. These numbers relate to a numbered list of sources (reference list) at the end of Master’s Thesis. Numbers are used instead of the author’s last name to identify a source in the text. The list of references at the end is arranged in numerical order. The numbers should be placed within the square brackets, for instance: [1] or [32].

Use the same number of the first citation if you refer to the same book (document) again.

Also add page number(s) to indicate different parts of book that are cited, for instance: [2, pp. 123-125] or [5, p. 140]. Do not use the page numbers for all other types of sources.

## **Lists**

1. The list must be started with an introductory sentence to explain the essence of the list.

2. If the introductory sentence ends with a full stop (period), then the uppercase letter will be used for the first word in the list.

If the introductory sentence ends with a colon, then the lowercase letter will be used for the first word in the list.

Each item in the list is punctuated at the end by a comma, semicolon, or period, depending on the grammatical structure of the list. Numbers are followed by parentheses: 1) first item, 2) second item, and 3) third item.

In running text, a series of items is designated by letters with parentheses: a) first item, b) second item, and c) third item.

Numbered Lists can be useful to show the relationship between items: a chronology of events, each item's relative importance, and so on. The items can be single sentences or full paragraphs. The first word of each sentence is capitalized and a full stop (period) should be included at the end.

Bulleted Lists allow the author to create a list that stands out from the text without the implied chronology or order of importance that a numbered list might convey. It is not recommended to use Bulleted List for the full sentences.

3. There is an example of a multi-level list:

a) text, text, text, text, text, text, text, text, text, text, text, text, text, text;

b) text, text, text, text, text:

1) text, text, text, text, text, text, text, text, text, text, text, text, text, text, text;

2) text, text, text, text:

- text, text, text, text;

- text, text, text, text, text, text, text, text,

text, text, text, text, text;

c) text, text, text, text, text, text, text, text, text, text, text, text, text, text, text, text, text.

## Tables

1. Tables should be numbered. There are two variants of numbering: tables can be numbered consecutively within framework of the Master's Thesis or they can be numbered consecutively within each chapter of the thesis. In this case, the table caption must include the chapter number and the ordered number of the table. For instance, the third table in the first chapter would be entitled: Table 1.3 - Caption.

2. If there is only one table in the thesis, it is indicated by Table 1.

3. A Table aligned on left.

4. A table caption is placed above the table and aligned on left.

It is recommended to use single line spacing for table caption. A table caption starts with the word "Table" and number of the table accompanied by

the dash. The caption text begins with a capital letter. No full stop is used at the end of table caption.

5. If the table does not fit on the page, then:

a) after the table header is entered a row with column numbering;

б) the lower horizontal line of the first part of the table is not drawn;

в) on the next page above the table on the left should be written: "Table X Continuation" (X is the number of the table).

6. It is prohibited to separate titles and subtitles with diagonal lines.

7. It is permitted to align words in the table headers vertically.

8. It is permitted to decrease the font in the table.

9. It is prohibited to put in the table the column with the designation "№" (sequential numbers). If it is necessary the number can be written near the items listed.

10. If there are more columns than can fit on a single page, then the table will be placed horizontally on the page. If it still cannot fit horizontally on a page, the table will be broken into two.

11. If there are empty cells in the table then a dash will be placed.

12. If each listed items has only one numerical characteristic, it will be advisable to arrange these data by a column instead of the table, for example:

The deviations of the finance indicators were:

absolute liquidity ratio ..... – 0,02;

current liquidity ratio ..... + 0,002;

current assets to equity ratio ..... + 0,014.

Examples of the table design are presented in Appendix E.

## Figures

1. Figures are all the illustrations used in thesis: diagrams, graphs, geographical maps, drawings, photographs, etc. The text in a figure and a figure caption must be presented in the same language as the thesis itself; use of a text in another language is permitted only in exceptional cases. Figures can be color or black and white, they can be performed manually or by computer tools. Every figure has to be referred to in the text. A reference to a figure must be placed in a suitable place in the text before the figure.

2. Figures are aligned in the center on the page - they are positioned symmetrically with respect to the page margins.

3. Figures should be numbered. There are two variants of numbering: figures can be numbered consecutively within framework of the Master's Thesis or they can be numbered consecutively within each chapter of the thesis. In this case, the figure caption must include the chapter number and the ordered number of the figure. For instance, the third figure in the first chapter would be entitled: Figure 1.3 - Caption. If there is only one figure in the thesis, it is indicated by Figure 1.

4. A figure caption is placed below the figure and aligned in center.

It is recommended to use single line spacing for figure caption. A figure caption starts with the word "Figure" and number of the figure accompanied by the dash. The caption text begins with a capital letter. Do not use the full stop (period) at the end of the figure caption.

5. It is permitted to use landscape orientation sheets for individual figures in the thesis.

6. It is permitted to present some words in the figure vertically from the bottom to top; the sheet is positioned so that it rotates clockwise to read the figure caption.

An example of the figure formatting is given in Appendix F.

## **Formulas and Equations**

1. Mathematical expressions and formulas are located in the middle of a line with double line spacing on both top and bottom. Each formula should be referenced before it appears in the text, for example: "The index  $Q_s$  is calculated by the formula...".

2. Symbols used in a formula are defined after the formula, starting with the word "where" without a colon. There is a double line space between the formula and the word "where". It is recommended to put a comma after the formula before the word "where".

If a formula symbol has been defined in the text, the definition shall not be repeated after the formula. In a new formula, symbols are defined only on

their first use. Units of measurement shall be presented in the definitions of symbols, not in the formulas.

The explanation of each formula symbol is written from a new line, starting exactly under the first one.

3. If it is necessary to refer to the formula(s) in the text, the formula(s) should be numbered. There are two variants of numbering: formulas can be numbered consecutively within framework of the Master's Thesis or they can be numbered consecutively within each chapter of the Master's Thesis. In this case, the formula number must include the chapter number and the ordered number of the formula.

The equation caption should be right aligned and on the same line with the equation. Besides, the caption number should be enclosed in parentheses.

4. It is permitted to use equations without special indicator symbols, but where indicators are written by words.

5. Longer formulas and their transformations are placed on several lines. A line break in a formula is made after an operator.

6. The equations in the sentence should be separated by commas.

7. Do not use the computer symbols (\* and ·) as well as a slash (/) in the equations.

8. Special software can be used to create formulas.

9. Calculations should be performed after formula. Calculations by the formula are located after writing the formula.

Some examples of the formula writing are presented in Appendix J.

### **Text Notes**

Notes should be placed after the text, figure or table to which they are related. The word "Note" and note's content should be printed using single line spacing. The first word of the note is capitalized.

If there is single note, then a dash will be placed after the word "Note" and the note's content will be printed using a capital letter for the first word. Single note is not numbered.

If there are several notes, then a dash will be placed after the word "Note" and their content will be printed listing them. The list of notes is numbered with Arabic numerals. Do not use the full stop (period) after the note's number.

The note to a Table is placed in the final line of the Table (see Appendix E).

### **List of Acronyms and Abbreviations**

The acronyms and abbreviations appear in the list in alphabetical order. A dash is placed after the abbreviation and then the explanation is written in a capital letter. A full stop (period) is used at the end of the explanation.

### **Reference List**

Reference list is a list of sources that have cited in Master's Thesis. The references appear in the list in an appearance order. This is the order they are cited in the text.

The references are numbered without a full stop (period).

They should be indented by 1.25 cm.

If the Reference list includes two or more entries by the same author(s), list them in chronological order with the earliest first. The reference list is drawn up according to the Russian referencing style.

There are some examples how to write correct references according to the style used in Russia.

#### **A Textbook with One, Two or Three Authors**

1 Korotkov, E.M. Change management [Text]: textbook and workshop for academic baccalaureate / E.M. Korotkov, M.B. Zhernakova, T.Yu. Krotenko. – M.: Yurait, 2017. – 278 p.

2 Korotkov, E.M. Research of management systems [Text]. – 3rd ed., Revised and additional. – M.: Yurait, 2017.– 226 p.



### **A Textbook with More Than Three Authors**

1 Theory of Statistics [Text]: textbook for academic baccalaureate / V.V. Kovalev [and others]. – M.: Yurait, 2017.– 353 p.

### **A Textbook Translated from a Foreign Language**

1 Maslov, L.I. Change management [Text] / L.I. Maslov. - translation from Fr. - SPb: Peter, 2017. – 344 p.

### **A Chapter/Section of a Book**

1 Kazmin, V.D. Directory of the doctor [Text]. In 3 vol. T.2. Childhood Illnesses / V.D. Kazmin. – M.: Astrel, 2017. – 503 p.

### **Articles, Periodicals and Scientific Papers Collections**

1 Antonova, N.A. Enterprise Development Strategy [Text] / N.A. Antonova // Management of organizational and economic systems: Collection of scientific papers/ – Samara, 2017. – Issue 6. – Pp. 67 – 72

2 Yakovets, Yu.A. Innovative Investing [Text] / Yu.A. Yakovets // Economist. – 2017.– №9. – Pp. 10-11

### **Electronic Resource**

1 Novikova, N.S. Sociology [Electronic Resource]. - URL: <http://www.written.ru> (accessed: 26.10.2017)

### **Legislative Materials**

1 The Constitution of the Russian Federation [Text]. – M.: Prior, 2001. – 32 p.

## **Appendices**

An appendix (or appendices) is used to include additional material that is not integral to the body of the Master's Thesis.

All appendices must be referred to in the main body of the Master's Thesis. The appendices are arranged in the order of the references to them in the text.

Each appendix must be labeled with a capital letter.

If the Master's Thesis has only one appendix, then it will be labeled APPENDIX A. If the thesis has more than one appendix, each appendix must use a different letter in the title ("APPENDIX A", "APPENDIX B", and so on).

Each appendix should be started with a new sheet. The label (for example: APPENDIX A) is written in the middle of a line in capital letters without using a full stop (period) at the end.

Non-text items (like tables, figures, schemes) that appear in an appendix must include the letter in the number. If there are multiple appendices, use the letter of the appendix in which the item appears. Numbering must also start from the beginning of each appendix. For example, the first table in the first appendix would be entitled: Table A.1 – Caption. The first table in the second appendix would be labeled: Table B.1 – Caption, and so on. These labels are located above the table on the left.

If the table does not fit on one page, then the words will be written above the table on the next page on the left: Table A.1 Continuation (see Appendix E).

The same rule applies to the figures, but the label is located below the figure (see Appendix F).

Page numbers must be consistent with the rest of the Master's Thesis. Appendix is considered part of the body of Master's Thesis. Page numbers should be continuous from the preceding chapters.

## APPENDIX A

### Sample Research Topics

There are some sample research topics that can be used by student to design the specific research topic for the Master's Thesis.

1. Knowledge Management: Strategy, Culture, Intellectual Capital, and Communities
2. Strategic Decisions in High-Tech Company (A Case Study of the High-Tech Company)
3. Innovation as a Strategy in Network Markets
4. The Competitive Advantages of High-Tech Companies (A Case Study of the High-Tech Company)
5. New Product and Service Development in High-Tech Companies (A Case Study of the High-Tech Company)
6. Managing Creativity and Innovation in the Knowledge-Based Economy
7. An Examination of the Effectiveness of Corporate Planning in Management Process (A Case Study of the High-Tech Company)
8. Planning Effectiveness for Internet-Based Companies (A Case Study of the High-Tech Company)
9. Effect of High-Technologies on Entrepreneurship for Sustainable Development
10. Managing a Company's Computer Network Infrastructure
11. Risk Management in High-Tech Company (A Case Study of the High-Tech Company)
12. Effects of Globalization on the Development of High-Tech Industry
13. Impact of Technological Changes on Organizational Success (a Case Study of the High-Tech Company)
14. The Role of Technology-Based Business on the Economic Development

15. Effect of Planning and Decision Making on Organizational Effectiveness of High-Tech Company (A Case Study of the High-Tech Company)
16. The Impact of E-Commerce on Emerging Markets
17. Evaluation of the Role of E-Commerce in Reducing Operational Cost in the High-Tech Company
18. The Role of Budgeting and Budgetary Control in the High-Tech Company (A Case Study of the High-Tech Company)
19. Supply Chain Planning and Control in High-Tech Company (A Case Study of the High-Tech Company)
20. Distribution in the High-Tech Business
21. Globalization and Integration in High-Tech Industry Development
22. Managing Inventory in the Supply Chain of High-Tech Company
23. Manufacturing Logistics Features in the High-Tech Business
24. Assessment of the Effectiveness of the High-Tech Enterprises (A Case Study of the High-Tech Enterprise)
25. The Product Life Cycle in High-Tech Business
26. The Structure of the Enterprise Distribution System in High-Tech Business (A Case Study of the High-Tech Enterprise)
27. Global Supply Chain Risks and Challenges in the High-Tech Business
28. Space Technologies and their role in Earth Sustainable Development
29. Satellite Data Acquisition and their use on Earth
30. Space Robotics for Out-of-the-Earth Discoveries
31. International Cooperation in High-Tech Sphere, Its Benefits and Limitations
32. Collaborative Knowledge Sharing in High-Tech Sphere
33. The Role of Digital Technologies in the Environment Changing
34. Emerging Nanotechnology in Medicine
35. Advanced manufacturing technology (the use of robotics in precision assembly)

APPENDIX B  
Sample Title Page Format

MINISTRY OF EDUCATION AND SCIENCE  
OF THE RUSSIAN FEDERATION

SAMARA NATIONAL RESEARCH UNIVERSITY

Institute of Economics and Management

Department of Management

MASTER'S THESIS

«**TOPIC**»

Higher Educational Programme in Management  
38.04.02 (Master's Degree)

Master Program in High-Technology Business Management

Student \_\_\_\_\_ first name, middle name, last name

Supervisor,  
degree, position \_\_\_\_\_ first name, middle name, last name

Consultant \_\_\_\_\_ first name, middle name, last name

Samara 2018

APPENDIX C  
Thesis Assignment Sheet

MINISTRY OF EDUCATION AND SCIENCE  
OF THE RUSSIAN FEDERATION

SAMARA NATIONAL RESEARCH UNIVERSITY

Institute of Economics and Management

Department of Management

APPROVED  
Head of the Department

\_\_\_\_\_/ M. Tsapenko /  
« \_\_\_\_ » \_\_\_\_\_ 20 \_\_\_\_

**Assignment on Master's Thesis**

Student \_\_\_\_\_

group number \_\_\_\_\_

Topic of Master's Thesis: \_\_\_\_\_

Background Information: \_\_\_\_\_

The issues to be considered: \_\_\_\_\_

Supervisor

*position  
name*

*First name, middle name, last*

*signature*

« \_\_\_\_ » \_\_\_\_\_ 20 \_\_\_\_

Student is on assignment

*First name, middle name, last name*

*signature* « \_\_\_\_ » \_\_\_\_\_ 20 \_\_\_\_

APPENDIX D  
Example of Thesis Abstract

ABSTRACT

Master's Thesis: 100 pages, 28 tables, 15 figures, 35 references, 5 appendices.

FINANCIAL EFFECTIVENESS, MULTI-CRITERIAL EXPERT EVALUATION, METHOD OF ANALYSIS OF HIERARCHY OF THOMAS SAATI, METHODS OF FINANCING OPERATING ACTIVITIES

The object of the study is the Coca-Cola Company.

The purpose of thesis is to rank the sources of financing the operating activities of the company.

The thesis is expertise the possibility of application of multi-criteria evaluation method to choose the most effective method of financing the operating activity of the company.

A constructive procedure was suggested to rank the sources of financing according to the system criteria in order to determine the most effective method.

The proposed approach can be applied to solve the problems of choosing methods of financing.

APPENDIX E  
Table Design Examples

Table E.1 – Dynamics of incomes and expenses of the enterprise in 2018

| Показатели   | Indicator value,<br>thousand roubles |           | Rates of<br>growth, % |
|--|--------------------------------------|-----------|-----------------------|
|  | 2017                                 | 2018      |                       |
| Sales Revenues   | 127378991                            | 376754319 | 304,33                |
| Value added tax  | 2063987                              | 5639454   | 273,23                |
| Cost price   | 7155128                              | 19671414  | 274,93                |
| Depreciation   | 852153                               | 2116855   | 248,41                |
| Total renew  | 3154776                              | 12364562  | 391,93                |
| Results from other<br>implementation                       | -2571                                | 46693     | -                     |
| Dividends and income                                       | -                                    | -         | -                     |
| Balance sheet profit                                       | 3105448                              | 11451763  | 368,76                |
| Payments to the budget                                     | 1398044                              | 4311623   | 308,4                 |
| Deductions to the Reserve Fund                             | -                                    | 5854      | -                     |
| Other funds  | 1707404                              | 7134285   | 417,84                |
| Payment of dividends                                       | 19030                                | 198100    | 1041                  |
| Retained earnings  | 0                                    | 0         | 0                     |
| Note – The data in the Table were calculated approximately |                                      |           |                       |



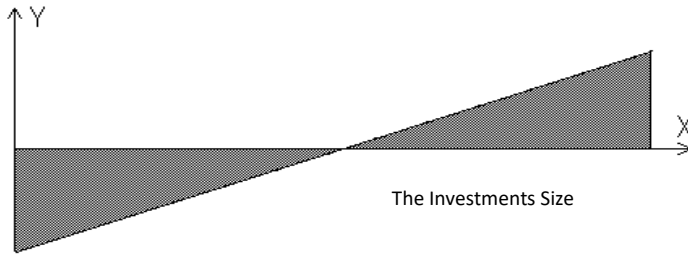
Table E.2 – Cash flows (production, implementation phase), thousand rubles.

| Indicator                     | Year     |          |          |          |
|-------------------------------|----------|----------|----------|----------|
|                               | 2015     | 2016     | 2017     | 2018     |
| 1                             | 2        | 3        | 4        | 5        |
| Total cash flow               | 16714,79 | 43454,12 | 60521,54 | 168977,5 |
| Sources of financing          | 16714,79 | 43454,12 | 60521,54 | 78977,55 |
| Implementation, without taxes | 0,0      | 0,0      | 0,0      | 90000,0  |
| Financial costs               | 0,0      | 1984,93  | 7181,362 | 14425,88 |
| Corporate tax                 | 0,0      | 0,0      | 0,0      | 8963,358 |
| Payment of dividends          | 0,0      | 0,0      | 0,0      | 0,0      |
| Accumulated cash              | -0,002   | 0,002    | 0,002    | 0,002    |

Table E.2 Continuation

| 1                    | 2      | 3     | 4     | 5     |
|----------------------|--------|-------|-------|-------|
| Payment of dividends | 0,0    | 0,0   | 0,0   | 0,0   |
| Accumulated cash     | -0,002 | 0,002 | 0,002 | 0,002 |

APPENDIX F  
Example of Figure Design



X - years

Y - fixed Capital Investments, bln. Rub.

Figure F.1 – Fixed Capital Investments

APPENDIX J  
Examples of Formula Writing

Profitability of sales  $R^{\Pi}$  is the ratio of the sales profit to the sales volume:

$$R^{\Pi} = \frac{B - C - KP - YP}{B} \times 100\% = \frac{\Pi^{\Pi}}{B} \times 100\% \quad (1.1)$$

where B – revenue;  
C – total cost;  
KP – commercial expenses;  
YP – management costs.

The formula for net working capital (NWC) is calculated:

$$NWC = \text{Current Assets} - \text{Current Liabilities} \quad (1.2)$$

$$\begin{aligned} NWC (2014 \text{ year}) &= 750000 - 1700000 = - 950000 \text{ (Rub.)}; \\ NWC(2015 \text{ year}) &= 3516000 - 878000 = 2638000 \text{ (Rub.)}. \end{aligned}$$

Методические материалы

ВЫПУСКНАЯ КВАЛИФИКАЦИОННАЯ  
РАБОТА МАГИСТРА.  
МАГИСТЕРСКАЯ ПРОГРАММА  
«HIGH-TECHNOLOGY BUSINESS  
MANAGEMENT»

GUIDELINES FOR WRITING  
A MASTER'S THESIS.  
MASTER PROGRAM IN  
HIGH-TECHNOLOGY BUSINESS  
MANAGEMENT

*Методические указания*

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ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ  
«САМАРСКИЙ НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ  
УНИВЕРСИТЕТ ИМЕНИ АКАДЕМИКА С.П. КОРОЛЕВА»  
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