

**MASTER'S DEGREE PROGRAMME**  
**"International Management"**  
**Portfolio (Intake-2026)**

**1. Portfolio Composition**

Competitive expert evaluation of the portfolio is carried out by the examination board of the International Management programme (hereinafter referred to as the Programme). The examination board evaluates the content of the documents submitted in the portfolio, as well as additional information obtained during the interview with the applicant. The portfolio considered by the board upon admission to the International Management programme includes the following components<sup>1</sup>:

- 1.1. Documents on higher education **in Russian or English or with legal translation in one of these languages** which are not lower than Bachelor's degree level (e.g., Bachelor's diploma, Specialist diploma with higher professional education, Specialist diploma or Master's diploma), as per established template and with supplements thereto. If there are several higher education diplomas, documents for each of them shall be provided. **This component of the portfolio is mandatory blocking element: if the applicant does not present it according to portfolio's requirements, he/she receives 0 points for this component of the portfolio and is not allowed to progress in the competition.**
- 1.2. Evidence for the applicant's individual achievements **in Russian or English or with legal translation in one of these languages**, which may include:
  - 1.2.1. documents on further education (e.g., diplomas, certificates confirming the completion of individual courses, training, professional development outside degree studies in areas corresponding to the Programme's core subject (i.e., management, economics, finance, business informatics, etc.), e.g., professional retraining, training courses (e.g., online courses, MOOCs, training in scientific and educational schools, participation in subject-specific schools at HSE University in the Programme's area or that close to it, completion of trainings, etc.), documents confirming participation in exchange programmes, double degree programmes, scientific internships, etc.;
  - 1.2.2. diplomas of winners and laureates of professional and scientific competitions, diplomas and certificates for victories in Olympiads of different levels, case championships and other intellectual contests in the fields corresponding to the Programme's major (i.e., management, economics, finance, business informatics, mathematics, computer science, etc.), other evidence for achievements in the professional field of the Programme;
  - 1.2.3. certificates confirming the applicant's professional qualifications in the specialties which are close to the Programme's major (as confirmed by professional associations, specialised organisations, etc.);
  - 1.2.4. photocopies of full texts of published papers (e.g., articles in professional, scientific, periodical journals, articles/theses in conference proceedings, collections of works, etc.) with indication of the author's full name and the title of the publication, accompanied by photocopies of the cover of the publication and the page with the content and indication of the publisher, year of publication, issue number and other output, data of the publication;
  - 1.2.5. documents confirming that the applicant was eligible for personal scholarships (from

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<sup>1</sup> Only documents obtained during studies in HE institutions, excluding secondary school period

ministries, departments, foundations, private companies) in the course of previous studies, as confirmed by a certificate from the dean's office of respective academic institution, a certificate from the head of the organisation, the original or a certified copy of a directive or other document on the appointment of the scholarship. It is recommended to supplement it with a brief note on the purpose and use of the scholarship(s) or grant(s);

- 1.2.6. GMAT/ GRE certificate; the applicant can provide both the certificate itself and a screenshot with the results drawn from his/her personal account at mba.com.
- 1.3. Documents confirming international experience (e.g., short- or long-term study at a foreign university, participation in an international student project, international case competition, international summer/winter school, internship in an international company, participation in an international conference with a report, etc.);
- 1.4. Motivation letter **in English** - a structured text, which shall include the reasons the candidate wishes to study under the Programme, their scientific and professional interests related to the courses pursued under the Programme, as well as the professional plans for the future, and shall testify that he/she has the necessary knowledge, skills and abilities that will allow him/her to successfully master the Programme (volume - not more than two pages of printed text of A4 format; margins: top, bottom, right - 1.5 cm, left - 2.5 cm; font - Times New Roman, 12 pt.; line spacing - single line; width alignment; first line indented by 1.5 cm; no spacing between paragraphs). **This component of the portfolio is mandatory blocking element: if the applicant does not present it according to portfolio's requirements, he/she receives 0 points for this component of the portfolio and is not allowed to progress in the competition.**
- 1.5. Essay **in English** on the topic: "Responsible International Management in Multipolar World". In the essay, you should present today's situation with the provision of specific examples, which should be considered systematically, identifying at least four to five responsibility challenges of International Management in Multipolar World. You should provide your own assessment and arguments, supporting them with references to well-established and "as recent as possible" information materials (please note that the correctness of citations and references shall be checked). Your author's diagnosis of the situation, identification of opportunities and problems, as well as the validity of your solutions and proposals, are especially appreciated in the essay. Specific examples with real Russian and foreign companies are important. The focus shall be on preparing a structured and pertinent presentation - this shall be graded individually and shall become an important component in the overall assessment of the essay (volume - no more than four pages (without list of sources) of printed text A4 format; margins: top, bottom, right - 1.5 cm, left - 2.5 cm; font - Times New Roman, 12 pt.; line spacing - single line; alignment across the width; first line indent by 1.5 cm; no paragraph spacing). **This component of the portfolio is mandatory blocking element: if the applicant does not present it according to portfolio's requirements, he/she receives 0 points for this component of the portfolio and is not allowed to progress in the competition.**
- 1.6. The portfolio's components assessed by the examination board include an oral interview **in English**, the results for which will impact the final decision on the total number of points earned for the admission test in the Portfolio competition. The format of the interview is a face-to-face meeting or online interview via online communication platform specified on the website of the Admissions Office. As part of the interview, the board may pose questions to the applicant on the content of other components of the portfolio, e.g., essays, motivation letter, etc. The interview makes it possible to determine whether the applicant has developed professional and communicative skills that will allow him/her to successfully engage in the studies under the Programme. Interviews are held during the period of submission of documents and entrance tests, which is established by the Admission Regulations for Applicants to Master's

programmes at HSE University in 2026.

## 2. Portfolio Evaluation Criteria

2.1. When reviewing a set of competition documents, the examination board shall take into account the following aspects:

Portfolio Components	Evaluation Criteria
<b>1) Documents on higher education</b> <i>(specific weight 10%)</i>	The applicant's grades for a given period of study, average diploma grade, diploma with honours, specialisation, as well as the workload of completed disciplines pertaining to the Programme's major shall be taken into account.
<b>2) Evidence of the applicant's individual achievements</b> <i>(specific weight 10%)</i>  Documents on additional education  Diplomas of winners and laureates of competitions, certificates of individual achievements  Professional certificates, case championships  Publications	<p>The candidate's interest in expanding his/her knowledge and obtaining additional education, especially in the areas corresponding to the Programme specifics; the level and volume diploma, certificate or other document with the Programme specifics are taken into account.</p> <p>The level and status of the event or organisation where the diploma, certificate or other document on individual achievements of the participants was received, the relevance of the diploma, certificate or other document to the specifics of the Programme, the level of the diploma, certificate or other document in relation to other documents that may have been received (e.g., first place in a competition) are taken into account.</p> <p>The level and recognition of the certificate or of the organisation that issued the professional certificate, as well as the compliance of the certificate with the Programme's focus are considered. Winning or passing the second round of major case championships (e.g., Challenge Moscow) is considered.</p> <p>The level of the publication (e.g., professional, scientific, periodical) in which the applicant's work is published (or is planned to be published) is taken into account. The levels of publications vary and affect the maximum score. The relevance of the research topic is taken into account; the novelty of the problem statement; the availability of methodology and depth of the analysis; the quality of conclusions and recommendations made; the ability to use literary and</p>

<p>Named scholarships</p> <p>GMAT / GRE certificate</p>	<p>other information sources; the style of publication.</p> <p>The targeted designation of scholarships or grants for academic, scientific, research or project work, educational or scientific results achieved by the recipient of the given scholarship or grant, their connection with the Programme's focus shall be considered.</p> <p>GMAT score of at least 500 points/ GRE score of at least 165 points is taken into account.</p>
<p><b>3) Documents confirming international experience</b> (<i>specific weight - 10%</i>)</p>	<p>The volume and quality of international experience is taken into account, e.g., the duration of internships/training (at least three months of permanent stay abroad), the variety of types of international experience gained, and the results of participation in international projects.</p>
<p><b>4) Motivational letter in English</b> (<i>specific weight - 10%</i>)</p>	<p>The content of the letter is assessed (e.g., the reasons the applicant wishes to study under the Programme, academic and professional interests related to the Programme disciplines, and future professional plans), its structure, style of presentation, and level of professional language skills.</p>
<p><b>5) An essay in English on topic: "Responsible International Management in Multipolar World"</b> (<i>specific weight - 20%</i>)</p>	<p>The assessment is based on the completeness of disclosure of the given problems in the topic; quality and persuasiveness of arguments, including the presence of confirmation of the expressed judgments with examples from business practice; level of understanding of the subject area of the Programme, absence of grammatical errors in the text of the letter, ability to logically state one's thoughts and make reasonable conclusions; originality of thinking; purity of citation (absence of plagiarism), structure and composition of the text, including the presence of an introduction, main part and conclusion.</p>
<p><b>6) Interview in English</b> (<i>specific weight of 40%</i>)</p>	<p>The ability to maintain a dialogue, answer questions fully and thoroughly, take into account the conditions of the speech situation is taken into account. The applicant's ability to participate in a dialogue and present his/her thoughts in the monologue format on professional topics related to the Programme's major, the necessary knowledge, skills and abilities that will allow him/her to successfully master the Programme is assessed according to the following requirements: the statement is characterized by semantic integrity, correct use of professional terminology and mastery of basic concepts in the Programme's major, speech coherence and consistency of presentation, there are no logical errors, the sequence of statements is correct.</p>

2.2 The portfolio shall be graded on a 100-point system. The maximum number of points for each of the portfolio elements is provided in the table below.

<b>Portfolio Components</b>	<b>Maximum number of points</b>
1) Documents on higher education as per established template	10
2) Evidence of the applicant's individual achievements	10
3) Documents confirming international experience	10
4) Motivation Letter	10
5) Essay on topic "Responsible International Management in Multipolar World"	20
6) Verbal interview	40
<b>TOTAL</b>	<b>100</b>