

VILNIUS UNIVERSITY KAUNAS FACULTY  
INSTITUTE OF SOCIAL SCIENCES AND APPLIED INFORMATICS



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# PREPARATION OF MASTER'S THESIS

## Methodical guidelines

For students of International Business Management (6211LX019) study programme of the Institute of Social Sciences and Applied Informatics

Vilnius University, Kaunas Faculty  
Institute of Social Sciences and Applied Informatics

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A methodical tool confirmed by the Faculty Board of Vilnius University Kaunas Faculty  
February 26, 2020; report Nr. (1.2) 620000-TP-3

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The bibliographic information of this book is available in the National Bibliographic  
Databank of the Martynas Mažvydas National Library of Lithuania (NBDB).

ISBN 978-609-07-0607-7 (digital PDF)

© I. Šarkiūnaitė, D. Štreimikienė, A. Mikalauskienė, E. Jasinskas, I. Šikšnelytė-Butkienė,  
S. Masteika, R. Čiegis, 2021

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# Contents

Introduction .....	4
<b>1. Requirements for the master's thesis .....</b>	<b>5</b>
1.1. General requirements.....	5
1.2. Requirements for the international business management study programme.....	9
<b>2. Methodology .....</b>	<b>14</b>
2.1. Research .....	14
2.2. Research process and elements of the research process.....	15
2.3. Research methods .....	20
<b>3. Presentation and technical formatting of the master's thesis .....</b>	<b>23</b>
3.1. Citations and references .....	23
3.2. Bibliographic description of literature.....	27
3.3. Tables, figures, and formulas.....	32
3.4. Text requirements .....	33
3.5. Language requirements .....	35
<b>4. Recommendations for master's thesis defence .....</b>	<b>37</b>
References.....	39
Appendixes .....	40

## INTRODUCTION

Methodical guidelines are intended for the preparation of the Master's theses of Vilnius University Kaunas Faculty (KnF) Institute of Social Sciences and Applied Informatics *International Business Management* study programme.

Master's thesis is one of the assessment forms of students' knowledge. Inadequate preparation of theses affects their value. Frequently, students lack the skills of research preparation and methodological knowledge; this burdens not only the selection of the topic for the thesis but also the planning and conduction of research. Generally, students also do not know the format requirements for the thesis, whereas proper preparation for the research ensures successful results. This is especially true for students who have completed their undergraduate studies in one area of science and have chosen to pursue a Master's program in another. Also, for students from abroad as their undergraduate programs are often found in other fields of science.

The aim of this methodical tool is to introduce the methodical requirements for the Master's thesis to the Master's students and to form skills for preparing their Master's theses. In the methodical tool, the key methodological requirements, as well as content and format requirements for the thesis, are presented in a structured manner. Hereinafter, the requirements for preparing a scientific-research work and key preparation principles are presented.

Notwithstanding the aims, the ratio of the theoretical and empirical information, the scope of the thesis, the structure of the information and some other differences among Master's study programmes, some things are indisputable. The Master's thesis and its content shall be relevant to the selected topic. The academic work must be coherent, whereas the analysis must be systematic: if data is used, it should be reliable or its degree of reliability should be explained, copyright rights respected, etc.

In this methodical tool, both parts of the preparation of the Master's thesis are discussed. Hereby, both essential universal requirements and requirements deriving from the priorities of the study process organisation are presented. Lecturers and students from other fields and subjects can find these methodical guidelines useful insofar as universal requirements for research are reflected and aims of the programmes as well as their priorities coincide with the Master's study programmes that are being referred.

In this publication, the following information is provided: requirements for Master's thesis, methodological aspects of research preparation, formatting requirements for the thesis and recommendations for the defence of the theses.

We would like to thank librarian Viktorija Mačiulytė of VU Kaunas Faculty library for her help in preparing the information on citation and bibliographic descriptions of literature.

# 1. Requirements for the master's thesis

In this part, the general requirements for the Master's thesis and a detailed description of its parts are presented.

## 1.1. GENERAL REQUIREMENTS

A Master's thesis is a scientific qualification work that integrates theoretical knowledge of the examined field and skills of the analysis of empirical reality in this way allowing the supplementation of the existing scientific knowledge with new ideas. **The Master's thesis is a scientific work**; thus, its results must have some scientific value. This is achieved by expanding the research results: they must be more relevant than a solution to a problem of one separate researched object.

The writing process of the Master's thesis starts with the selection of the topic and theoretical analysis of scientific literature. After studying the scientific and informational sources, the topic of the thesis needs to be specified, the relevance of the topic and the problem investigation level must be described, the essence of the problem must be defined, the object, aim, and objectives of the thesis need to be formulated, while the material necessary for the research, information collection and processing methods, and expectable results must be foreseen.

The Master's thesis must reveal the intellectual maturity of the author, whereas considerable personal input should be present in the thesis. The thesis has to be scientifically novel and original. The originality is determined by the new empirical evidence, validating or refuting hypotheses, statements, concept, theories or models formulated in the thesis. The scientific novelty of the thesis is guaranteed by improving an existing research methodology and/or creating a new one, or by proposing a superior solution to the scientific problem.

The Master's thesis is written in a successive manner, each semester (requirements for intermediate assessments of the Master's thesis are provided in Appendix 4), by formulating specific objectives of scientific-research work. The thesis must be based on information that is provided in monographs, scientific articles, and other scientific works but not in textbooks or brochures. Textbooks are only used as an initial source of information. The length of the Master's thesis is approximately 50–60 pages or 20,000–24,000 words.

Hereinafter, the information that needs to be provided in the parts of the Master's thesis is indicated.

## Introduction

Introduction shall not exceed 3 pages. Structure and titles of the structural parts of the introduction are provided in Table 1.

Table 1. **Structure of the introduction**

Parts of the introduction	Description of parts
The relevance of the topic	The introduction of the Master's thesis is started by describing the relevance and novelty of the topic. In this chapter, the motives for selecting this topic are revealed and their possible types are indicated: relevance for organisations (i.e., organisations have specific needs and a problem that is relevant to them shall be examined by providing solutions), relevance from the scientific point of view (i.e., the problem is quite new, only scarce research exists, etc.), relevance from the practical point of view (i.e., what problems are constantly addressed by the specialists of this field and what qualities are missing from the existing solutions).
Problem investigation level	In this part, the conducted research in this field is discussed. The most significant research and its results of the examined subject are defined, while aspects used by other authors and researchers when examining this problem are identified.
The essence of the problem	After grounding the relevance of the topic and describing the problem investigation level, the problem of the thesis is formulated; it should answer what and how might be improved. The problem is started by an interrogative word "How...?".
The object of the thesis	The object of the thesis indicates the object at which scientific research is directed. The object that will be analysed in the work is indicated: individuals, groups, organisations or the interaction of the objects and causal links. The object of the thesis should not be mistaken for the research object which is formulated in the research (third) part of the thesis. The object of the thesis covers the whole area of scientific work, whereas the research object includes only empirical research. The object of the thesis shall be reflected in the aim of the thesis.
The aim of the thesis	The selected title of the thesis must correspond to the aim of the thesis. The aim and title of the thesis must reflect the object of the thesis and be grounded on the problem of the thesis. When formulating the aim, it is significant to associate it with the key statements of the conducted review of the scientific literature. The aim should be concise and constituted of one sentence. When formulating the aim, the following words are used: <i>investigate, validate, examine</i> . The following terms are not advised to be used when writing the aim: <i>find out, discover, prove, analyse</i> .
Objectives of the thesis	The aim should be revealed in a more detailed manner by the objectives of the thesis that represent the stages and means for reaching the aim. Partial results are foreseen when setting objectives that help to achieve the main aim. In the Master's thesis, 5–6 objectives are formulated in a concise and concrete manner. Usually, 1–2 theoretical objectives (they are achieved in the theoretical part), 1–2 analytical objectives (they are achieved in the analytical part), and 1–2 research objectives (they are achieved in the part of results) are established. Results of every reached objective must be reflected in the conclusions and recommendations of the thesis.

Table 1 (continued)

Parts of the introduction	Description of parts
The structure of the thesis	The structure of the thesis is defined by the object, aim, and objectives. In this part, the consistent structure of the thesis is described in one or a few sentences, titles of the main chapters are provided and problems that are examined in them are described in a concise manner.
Thesis' and Research methods	In this part, thesis' and research methods applied in this thesis are identified by concisely explaining for what (how? what purpose?) they have been employed.
Literature used in the thesis	The sources of scientific literature and topics/areas they are related to are described in a concise manner. A few key authors can be mentioned that have been referred the most while writing the thesis.
The theoretical significance of the thesis	In a specific manner, by separate points, the main theoretical discoveries of the author are provided, i.e., the specified definition, systemised theories, etc.
The practical significance of the thesis	In a specific manner, by separate points, the main practical discoveries of the author related to the conducted research are provided.
Limitations and obstacles of the thesis (if any)	Problems that are encountered when collecting the scientific, statistical and other information are indicated; i.e., describe restrictions that have been encountered when preparing the thesis.
Authorisation of results (if the author participated in a scientific conference, a precise bibliographic description of the conference presentation and the published article shall be provided)	If the author has participated in a conference/seminar where the analysed topic has been presented. The bibliographic description of the article shall be presented in the introduction.
Structure and scope of the thesis	In this part, the number of chapters, pages, figures, tables, appendices, and references is indicated.

Source: created by the author in accordance with Jasinskas, E., Šarkiūnaitė, I., et al. (2011). *Metodiniai nurodymai socialinių mokslų krypties studentų magistro baigiamiesiems darbams*, p. 5–7.

The theoretical, analytical and results parts of the thesis should be balanced and include the similar number of pages or words ranging from 15–20 pages or 6000–8000 words in each.

**The theoretical part of the Master's thesis.** In the theoretical part of the thesis, it is necessary to provide a review of the scientific literature on the examined topic, theoretical apprehension of various concepts and terms as well as the analysis of the problem. Herein, it is significant to disclose and systemise opinions of various international scientists on this topic, to reveal and ground your standpoint by regarding the current state of the economic growth and its development. In addition, the theoretical part of the thesis is necessary for grounding the research methodology of the researched issue. The theoretical part of the Master's thesis is the theoretical material systemised and collected from scientific articles, monographs, and academic publications by the student. This part must exhibit the student's erudition, intellect, and ability to apply social, economic, managerial theories to solve relevant common is-



sues. If, in the thesis, the Master's student proposes many theories without systemising them, performing a synthesis of theories or, even worse, if those theories cannot be linked, the thesis is assessed as a compiled version of academic work. It is not good when in the references periodical articles are predominating, while literature and articles from international scientific journals and other scientific material are referenced quite rarely.

In the theoretical part of the thesis, assumptions of the forthcoming research are designed as well as the starting points grounded on the information collected by the author. After summarising the theoretical material and thoughts of scientists on the examined question, the student prepares the theoretical model for the problem-solution, which is later supplemented in the analytical part of the thesis, and applies it by performing empirical research on the selected object. The theoretical research model can be described by a separate paragraph in the text or presented as a scheme. The theoretical model could be the starting point for the student encouraging him/her to prepare guidelines for the analysis of the problem in the analytical part of the thesis as well as directions for the research. In other words, the theoretical part of the thesis is the foundation of practical research. When the thesis of theoretical nature is being prepared, the following requirements should be considered:

1. By referencing the most novel scientific literature, the theoretical statements, methodologies, recommendations, and possibilities of research model application of the analysed problem should be discussed.
2. By applying the conducted review, the general assessment of the theoretical statements should be presented, and your own reasoned opinion should be declared.

There are cases when Master's students cite or provide references about common knowledge that is not debatable. This downplays the level and quality of the theoretical part since the impression is made that the student does not comprehend what information is known for all and which points are up for a discussion. In the Master's thesis, it is necessary to retain the reasoned ratio of texts written by other authors and your own text. The quality of the thesis will not be reduced and may even be better if students retell ideas of other scientists in their own words and then provide specific references to their works.

Each chapter of the theoretical part should be summarised as this will make the process of writing conclusions easier. These conclusions do not have to constitute a separate subchapter, but each chapter of the theoretical part must be finished by summarising the main results. Conclusions of the theoretical part must also be reflected in the summary of the thesis.

**The analytical part of the Master's thesis.** In the analytical part of the Master's thesis, the factual (statistical, sociological, legal, etc.) information of the analysed problem is presented as well as research results of other authors and their analysis. If needed, various economic calculations are made.

In the analytical part of the Master's thesis, the most important thing is to assess the situation of the research problem and explain the reasons for its occurrence. Afterwards, in the part of results, when preparing the research methodology and the research itself, the data analysis of the research problem should become the starting point. In this part of the thesis, empirical research of other authors and links of examined phenomena can be studied, various statistical information related to the research problem can be analysed, reasons for social phenomena can be explained, and reasoned indicator change analysis of researched phenomena, grounded on economic calculations, can be presented.

In the analytical part of the Master's thesis, characteristics of the examined object of the thesis should be presented and its environment described, especially focusing on those features that are significant to the examined scientific problem. When analysing and assessing the research data of other authors, many analytical tables and illustrative material are provided. Under each table, the data analysis should be presented. However, this does not mean that the numbers existing in the table must be repeated. It is essential to discuss the links, reasons or trends. At the end of this part, a research model is designed and/or hypotheses are formulated, etc.

The analytical chapter of the thesis must be completed with the generalisation of the presented material. This reveals the competence of the Master's student to analyse and critically assess the employed information and to formulate the following directions of the research.

**Results of the Master's thesis.** In the results of the Master's thesis, the research methodology must be grounded. In the methodology of the research, the following information is provided: the aim of the research, objectives of the research, research sample, research methods, and hypotheses (or, in the case of qualitative research, research assumptions); in addition, the grounding of research organisation is presented as well as the course of the research and problems related to it. Moreover, the research data analysis and results, as well as the assessment of research results, are presented.

In the results of the Master's thesis, according to the theoretical and analytical parts, the student selects specific research methods. A method is a systemised way of collecting and processing information, allowing to find answers to the raised question or to solve the problem (Rienecker & Jorgensen, 2003).

**Conclusions and recommendations of the Master's thesis.** In the part of conclusions and recommendations, the main conclusions and recommendations are presented on how to solve the researched problem, while fields for introducing novel ideas are indicated. Conclusions must meet the objectives set in the introduction. It is recommended to follow this combination: 1 objective = 1 conclusion. Conclusions must be written in declarative nature (i.e., if the objective is “**To examine** interpretations of the concept of management”, the conclusion is designed in this way “**After examining** the interpretations of the concept of management, it was **revealed/proved/etc. ...**”). Recommendations can be provided in a separate subchapter at the end of the Master's thesis. In the part of recommendations, it is expedient to provide specific options for solving the problem of the thesis. If the problem that is being researched in the thesis requires more detailed research, the directions of the following research are presented. Conclusions and recommendations must be numbered.

The future research guidelines can be provided in the end of conclusions.

## 1.2. REQUIREMENTS FOR THE INTERNATIONAL BUSINESS MANAGEMENT STUDY PROGRAMME

The Master's thesis of International Business Management (IBM) study programme shall consist of the following key parts, which are described in more detail in Table 2: Introduction, Theoretical Part, Analytical Part, Results, Conclusions and Recommendations, and References.

Table 2. Structure of the Master's thesis of the IBM study programme

Structure of the Master's thesis	Requirements of structural parts for the Master's thesis of the IBM study programme
Two title pages	Formatted in accordance with the example provided in Appendix 1 and Appendix 1 (continued).
Content	The structure of the thesis is revealed in detail. The list of abbreviations, list of tables, list of figures, introduction, conclusions and recommendations, references, and Appendixes are provided as independent structural parts. These parts are not numbered. Chapters and subchapters are numbered in Arabic numbers (Subchapter 3.4 and Appendix 3). Titles of chapters and subchapters have to be short, clear and correspond to the essence of the problem.
List of abbreviations	Abbreviations used in the thesis, as well as their definitions, are presented in one page (Appendix 2).
List of tables and figures	In one page, an individual list of tables and figures is presented and their page numbers are indicated (Appendix 2).
List of figures	In one page, an individual list of figures is presented and their page numbers are indicated (Appendix 2).
Introduction	<p>The introduction is intended to briefly describe the analysed problem and explain how it will be solved. The introduction includes:</p> <ul style="list-style-type: none"> <li>• the relevance of the topic;</li> <li>• the problem investigation level;</li> <li>• the essence of the problem;</li> <li>• the object of the thesis;</li> <li>• the aim of the thesis;</li> <li>• the objectives of the thesis;</li> <li>• thesis' and research methods;</li> <li>• the structure of the Master's thesis;</li> <li>• literature used in the thesis;</li> <li>• the theoretical significance of the thesis;</li> <li>• the practical significance of the thesis;</li> <li>• limitations and obstacles (if any);</li> <li>• the authorisation of results (if participated in a conference);</li> <li>• the structure and scope of the thesis (to indicate the number of chapters, pages, figures, tables, appendixes, and references).</li> </ul>
Theoretical part	<p><i>The chapter begins with an introductory text of preamble, which briefly introduces the content and the essence of this chapter. The chapter shall be concluded with a generalisation, summarising the main results.</i></p> <p>In this part, one shall:</p> <ul style="list-style-type: none"> <li>• explain the main concepts and terms and identify the research field;</li> <li>• overview the main literature related to the object of the thesis;</li> <li>• select and analyse theories and conceptions that will be applied in the research to find the solution to the problem;</li> <li>• form the theoretical model of the examined problem.</li> </ul> <p>This part can be divided into several structural parts in the content of the thesis.</p>

Table 2 (continued)

Structure of the Master's thesis	Requirements of structural parts for the Master's thesis of the IBM study programme
Analytical part	<p>The chapter begins with an introductory text of preamble, which briefly introduces the content and the essence of this chapter. The chapter shall be concluded with a generalisation, summarising the main results.</p> <p>The Analytical part is dedicated to analysing the problem investigation level in an empirical (practical) context. In this part, one shall:</p> <ul style="list-style-type: none"> <li>• assess the situation of the researched problem and explain the cause of its formation;</li> <li>• provide factual (statistical, sociological, legal, etc.) information on the researched problem;</li> <li>• analyse the research carried out in Lithuania and abroad and their results;</li> <li>• form the research model for the examined problem.</li> </ul> <p>This part can be divided into several structural parts in the contents of the thesis.</p>
Results part	<p><i>The chapter begins with an introductory text of preamble, which briefly introduces the content and the essence of this chapter. The chapter shall be concluded with a generalisation, summarising the main results.</i></p> <p>This chapter is intended to present the information of the researched object and systemise it according to a pre-selected research methodology. This chapter may be divided into three parts:</p> <ol style="list-style-type: none"> <li>1. Research methodology which includes: <ul style="list-style-type: none"> <li>• the aim of the research;</li> <li>• the objectives of the research;</li> <li>• research methods (or “Research methods and hypotheses”);</li> <li>• research sample;</li> <li>• the organisation of the research.</li> </ul> </li> <li>2. Research data analysis and discussion of results, which shall include: <ul style="list-style-type: none"> <li>• the research object analysed according to the logic and consistency of the research formulated in the part of the research methodology. Analysis of questionnaire data using various data processing methods is provided.</li> </ul> </li> <li>3. Evaluation of research results, including: <ul style="list-style-type: none"> <li>• the research results interpreted and evaluated by the author and their comparison with the analysed data in theoretical and analytical parts.</li> </ul> </li> </ol>
Conclusions and recommendations	<p>This section briefly describes what has been done, what results have been achieved and what could be improved in the future in the field of the researched problem.</p> <p>Conclusions and recommendations reflect the results of the thesis, they shall not be instructive, moralising, inconsistent, and stereotyped. Conclusions need to be declarative.</p> <p>Conclusions and recommendations shall be provided separately. Conclusions must not contain new information or rules and axioms which have already been recognised in the scientific field. The recommendations ought to have a theoretical and empirical basis.</p>

Table 2 (continued)

Structure of the Master's thesis	Requirements of structural parts for the Master's thesis of the IBM study programme
Summary	The summary presents the most significant conclusions of the thesis. It is a brief report of the thesis and is written in the Lithuanian language. It briefly, in a few sentences, provides the essence of the thesis. The summary provides the following elements of the thesis: the relevance of the thesis, the object of the thesis, the aim of the thesis, the objectives of the thesis, the main theoretical, analytical and research results, the length of the thesis in pages (not including the list of references, the list of abbreviations, and appendixes), the number of tables and figures, and the number of appendixes. The summary should not exceed one page (Appendix 7).
References	The list of references contains only publications that are recognised as scientific. It consists of monographs, textbooks, articles in scientific journals, including electronic journals, scientific conference material, and other publications that have been directly used when preparing the thesis and ideas of which helped the author to formulate his/her point of view. The bibliographic description of the used literature is provided in accordance with the requirements (Subchapter 3.2.).
List of data sources	This list includes all data sources: collections of statistical data, standards and norms, catalogues, accounting and reporting documents of companies and organisations, advertisement publications, technical documents, official certificates, authentic experimental, research, observational primary data sources, articles in newspapers and other media outlets, information on the internet (excluding the electronic scientific journals), etc. Bibliographic descriptions of the used sources are provided in accordance with the requirements (Subchapter 3.2.). Continuous numbering is used for the list of data sources and the list of references.
Appendixes	Appendixes can be added at the end of the thesis if they supplement and enrich the work significantly. Appendixes can also include a list of used terms (terms are numbered, alphabetised, defined, and provided with their source/author (year, page). Appendixes can be large-scale tables, extensive or control calculations, models, schemes and other material discussed in the text. The formatting requirements for appendixes are provided in Subchapter 3.4.
Reviews of the scientific advisor and the reviewer	A5 format envelope is glued on the inner side of the last page (hardcover), which contains the reviews of the scientific advisor and the reviewer.

Source: created by the author in accordance with Jasinskas, E., Šarkiūnaitė, I., et al. (2011). *Metodiniai nurodymai socialinių mokslų krypties studentų magistro baigiamiesiems darbams*, p. 9.

It is necessary to note that in the Master's thesis of *International Business Management study programme* the international aspect shall be exhibited.

The international aspect is viewed as sufficient if the following main criteria are met:

- displays of the examined scientific problem in several countries are analysed and compared;
- the topic of the work is examined on the grounds of the experience of a company operating at the international level;

- activity specifics of one or several companies (group, branch) in Lithuania or other countries are examined and compared with activities of similar companies in another country (or countries);
- activities of a Lithuanian company in the Lithuanian market are examined and compared with the activities of the same company in abroad markets;
- the topic is analysed based on the data collected in the Lithuanian market; however, this material is compared with results of research conducted in other countries and/or analysed by using methodology tested in other countries;
- a specific economic or management problem encountered by Lithuanian companies is analysed by implementing the experience and solution methods of this problem that are applied in other countries;
- aspects of company activity, such as implementation aspects of climate change mitigation, sustainable development aims, Global Compact, GRI, and other global initiatives at the company level that are significant at the worldwide level, are analysed.

Aspects of international business can be analysed from the view of economics as well as management. The economic analysis allows making decisions in business, whereas the macroeconomic environment of business directly impacts business development. Therefore, topics of Master's thesis of International Business Management can cover significant issues of the impact of factors of macroeconomic environment of business on business development and management decisions at the company level. International environmental requirements and commitments also have an impact on management decisions at the company level, since the means of the environmental policy that are implemented in the country are directed at business subjects and the change of their behaviour in order to reach the environmental aims of the country. In addition, management aspects of organisations can also be analysed: teamwork, effective communication, leadership, strategies of the organisation, international management of human resources, knowledge management, quality management, social capital, corporate social responsibility, etc.

## 2. Methodology

This section describes the main components of thesis writing methodology, provides a classification of research, a description of the research process as well as the main elements and methods of research.

### 2.1. RESEARCH

“Methodology can be defined as a theory that deals with the process of scientific cognition (general methodology) and its principles (overall scientific methodology) as well as with research methods and techniques (science field methodology)” (Kardelis, 2016, p. 91). Arbnor, & Bjerke (2016) distinguish three methodological approaches (the analytical, systems, and actors approach) and define them as a set of the most general ideas of what reality is, what can be considered as a science, etc., necessary for the development of methods, i.e., to define the basic rules of knowledge creation. Thus, the methodology is what ensures that the ongoing research meets the requirements of the scientific cognitive process and, due to this reason, the obtained results can be considered as scientifically validated and reliable.

Methodological requirements are demanded for all independent paper works prepared during the studies, i.e., the prepared work shall lead to conclusions or results directly arising from the process of analysis. The validity of conclusions and results shall not be questionable, i.e., it must comply with the basic principles of scientific knowledge. The compliance of scientific knowledge is assured by the proper conduct of the research process. Preparation of the Master’s thesis requires to carry out research.

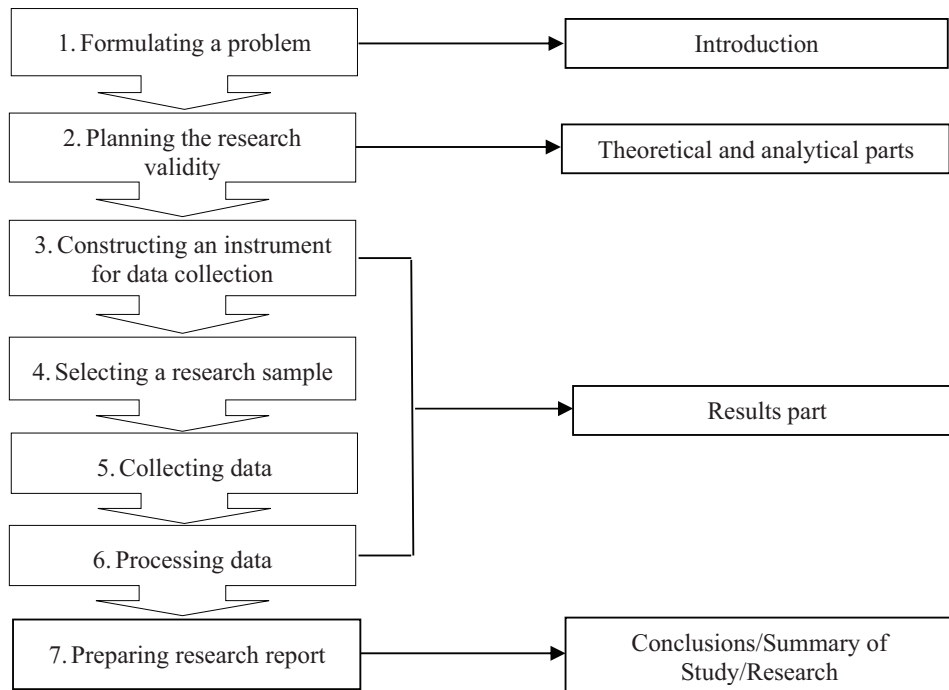
“Research is the process of collecting, analysing and interpreting information in order to answer the raised questions” (Tamaševičius, 2015, p. 9). The research begins with the researcher’s decision of what problem he or she is aiming to examine, the question he or she is seeking to answer, and ends with the answer to that question. Each time when an uncertain situation is encountered requiring a solution, consciously or unconsciously the research is being carried out.

According to Kumar (2011, p. 28, 29), the following research characteristics are presented:

- controlled – the research must be controlled, external factors must be eliminated or evaluated;
- rigorous – the following of research procedures must be ensured;
- systematic – the actions and steps must comply with established procedures;
- valid and verifiable – conclusions are correct and can be verified;
- empirical – conclusions are drawn from real-life experiences and observations;
- critical – the employed procedures and methods are subject to critical scrutiny.

## 2.2. RESEARCH PROCESS AND ELEMENTS OF THE RESEARCH PROCESS

The research process can be divided into seven stages, related to the structure of the Master's thesis (Figure 1), each of which requires certain decisions, significant for future research.



Source: created by the author in accordance with Jasinskas, E., Šarkiūnaitė, I., et al. (2011). *Metodiniai nurodymai socialinių mokslų krypties studentų magistro baigiamiesiems darbams*, p. 17.

Figure 1. **The link between the research process and the structure of the Master's thesis.**

During the research process, significant decisions shall be made that can be called the elements of research (Table 3).



Table 3. Stages of the research process and its elements

No	Research stage	Elements of the research stage
1.	<p><b>Formulating a problem.</b> It is the formulation of a question which will be answered in the process of the research. It is a significant stage. Any further research will depend on it. In the research paperwork, the preparation of the introduction is attributed to this stage.</p>	<p><b>1. Selecting the topic.</b> The value of your future work depends on choosing the right topic. Your scientific advisor may offer you the topic but try to be independent and follow the advice of others creatively. At the very beginning, only the preliminary title of the topic is formulated as it may change in the course of the process.</p> <p>In many academic contexts, this task is simplified by working together with a lecturer/scientific advisor who is familiar with the field of study being analysed and can define one or more issues to be investigated. What is more, if your educational institution conducts multidisciplinary research, and if it interests you and reflects your topic, it may help to select the topic and do it faster successfully. Another way to choose a problem may be your personal experience from previous years, such as writing essays, term papers, diploma papers, which led you to one or another specific area. You can also just intuitively feel the topic as you have it in your head; in this case, you need to take it out and try to write it on paper. Just write down the ideas and make a list of them. Seeing a printed version makes it much easier to bring new ideas or even notice a long-standing but forgotten idea. It can be a real discovery!</p> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>• The topic must be relevant, i.e., significant to theory and practice in the field of science.</li> <li>• The topic must be related to the theory and practice of the field of science with a maintained close link between them.</li> <li>• The topic must be interesting to the researcher. It is necessary to draw attention to your individual preferences, abilities, to assess the level of your motivation and theoretical background. It is advisable to look for a topic in your nearest environment: university, department, etc. When selecting a topic, you should keep in mind your preferences and abilities.</li> <li>• It is necessary to consider the possibilities of topic fulfilment, i.e., whether it will allow applying proper methods, whether current material conditions will enable the research objectives to be reached, or if there will be any literature available. Books and scientific articles may be helpful here.</li> <li>• Strict limits on the research should be set and adequately formulated. It is best to select only one problem or part of a problem. When a broad topic is chosen, the analysis is often superficial. Too ambitious or provoking topics should be avoided.</li> <li>• If you have not yet decided what final direction your study will take, write a one-page summary to be presented to your potential scientific advisors. It will give you and them the basis and a starting point for discussion. Decide in advance, why you are asking those particular people to be your scientific advisor. It is a way to supplement your weaknesses with something that may help you constructively. Finally, share your thoughts on the topic with them, why you are interested in this particular field and why it is essential to you. If you can discover it in the discussion, you will be able to express your ideas in writing better. When choosing a topic, remember that it must be something that you will be passionate about, and it will keep you interested in it for a long time (Fitzpatrick, Secrist, &amp; Wright, 1998).</li> </ul>

Table 3 (continued)

No	Research stage	Elements of the research stage
		<ul style="list-style-type: none"> <li>Finally, you need to select the topic which would make an original contribution to the researched area and would allow you to demonstrate your independence with respect to the topic and method. In other words, the topic must be worth to be continued.</li> </ul> <p><b>2. Formulating the title.</b> The title of the thesis must reflect the aim of the thesis. The title should be clear and unambiguous (do not make it “clever”). The title words should reflect the essence of your proposal. The title should begin with keywords and end with words of less importance. Try to use only one sentence in the title. If the title is well formulated, the reader can quickly identify what problem the author is about to analyse. Titles can also inform of the author’s methodological preferences and the nature of research results. When choosing a title, words that each reader can understand in their own way, such as “analysis,” “research,” “problems,” should be avoided. In any case, all the mentioned aspects will be covered in the thesis: the literature review will be undertaken, the research problem will be identified, and empirical research will be conducted. One may perceive the title “The Analysis of Staff Expatriation Process Management” as research of the factors influencing the process of expatriation while others as an exploration of strategies for this process. In this case, it is much better to choose the title indicating the aim of the expatriation process analysis. For instance, “Perspectives/Strategies for Employee Expatriation Process Management” or “The Impact of Employee Expatriation Process Management on Attracting Expatriates to the Organization”. While the title of the Bachelor’s thesis may include the names of organisations, in the Master’s thesis, usage of the names of companies and organisations is not recommended, as the conclusions of the Master’s thesis must be of a more general scientific nature.</p> <p><b>3. Explaining the relevance of the topic.</b> The relevance of the topic is based on the societal significance of its analysis. For instance, the topic “Organising the Expatriation Process of Employees” is relevant because managing this process helps the organisation to achieve its goals, and it is a promising, relatively new area in Lithuania. One can understand novelty as a less investigated question or problem, a new approach to an existing problem or the application of a new research method that adds information to the existing knowledge.</p> <p><b>4. Presentation of the problem investigation level.</b> It is a brief overview of what aspects of the problem have been explored, what research has been done, and who has researched/analysed this topic. It shows the depth of the problem’s investigation, what has been already researched and what remains to be explored.</p> <p><b>5. Formulating the essence of the scientific problem.</b> The essence of the problem stems from the relevance of the thesis and the problem investigation level. It discloses the question to be answered throughout the entire research and writing.</p> <p><b>6. Formulating the object, the aim and the objectives of the thesis.</b> The object of the thesis is anything that will be the unit of observation and analysis, i.e., individuals, groups, organisations or products of public life, such as books. An object can also be some form of interaction between people. The object of the study shows what question(s) we want to answer or what problem we need to solve.</p>

Table 3 (continued)

No	Research stage	Elements of the research stage
		<p><i>The aim of the thesis</i> must take into account the title of the thesis. The object of the thesis, i.e., what will be investigated, shall reflect the aim. For instance, <i>the object</i> – the impact of information technology on the components of an employee relationship, the aim – to investigate the trends in the employee relationship transformation under the influence of information technology. Besides, when formulating the aim, it is advisable not to use the words that each reader can understand differently: “analyse”, “investigate”, “present”. The analysis, investigation, presentation are only tools to achieve the aim but not the aim itself. When writing the aim and the objectives, you should use normative (indicative) verbs, for instance, to distinguish, identify, define, evaluate, justify. After we specify the aim of the study, we need to formulate <i>the objectives</i>, the purpose of which is to more precisely define what aspects will be examined, i.e., what information we need to collect in order to solve the problem and to justify the set aim.</p>
2.	<p><b>Planning research validity.</b> After the question to be answered throughout the research has been formed at the stage of formulating the problem, this stage is used to determine how the answer to this question will be found. In the research studies, this stage includes the preparation of theoretical and analytical parts. Those two parts must provide a theoretical and analytical answer to the formulated question. In the subsequent stages, based on these answers, the information must be collected and processed, which should form the basis for obtaining the research results.</p>	<p><b>1. Literature review.</b> Literature sources are analysed throughout the entire process of research. The analysis often begins even before selecting the topic. It is a supporting instrument for scientific research which, in some cases, can become an independent research method, for instance, when writing an essay. The objectives of the literature review are as follows: to collect the latest information (both theoretical and practical) on the subject of interest; to get acquainted with information sources of other countries; to adjust the research process based on the data from the literature; to find information that goes beyond what is expected; to compare the results of your analysis with data found in information sources. A literature review can be performed in 3 ways (Kardelis, 2016):</p> <ul style="list-style-type: none"> <li>• referential – to examine what other researchers are writing on the subject, to highlight the diversity of views: what is familiar and what aspects are different. The authors can be also divided into specific groups: by their opinion, by year, by their dependency upon a particular view, theory, etc. This is one of the most common ways of literature review. This type of review is necessary to determine the researcher’s position in terms of other authors’ opinions and the issue analysed.</li> <li>• chronological – this way is suitable for historical analysis, i.e., to analyse the problem from a historical perspective. The views and statements of different authors are then presented in chronological order, starting with the oldest literary sources and ending with the most recent ones.</li> <li>• problematic – when analysing literature, one seeks to find weaknesses, gaps, inconsistencies, and differences of opinion. Then, when writing the literature review, the author provides his opinion, views and outlines further prospects for the development of the problem. However, it is rather challenging to do it, as you need to get a deeper knowledge of the area as well as the problem.</li> </ul>

Table 3 (continued)

No	Research stage	Elements of the research stage
.		<p><b>2. Definition of concepts.</b> The provision of working definitions of concepts that will be used in the research. The same words and categories are used by different authors and theories, often giving them different meanings.</p> <p>For instance, one can understand the term “efficiency” as a cost/income ratio (in financial sciences), as achieving the desired goals (in strategic management science) or as meeting the consumer needs (in marketing science). The purpose of working definitions is to identify what the author has in mind when using one or another category or term.</p>
3.	<p><b>Instruments for data collection.</b> After the research validity has been planned and it has been decided how the answers to the problem, raised in the Introduction, will be found theoretically, analytically, and practically, as well as after it has been defined what data is necessary for further analysis, data collection instruments must be developed (Subchapter 2.3).</p>	<p><b>Providing the research aim and objectives and selecting the research method.</b> According to the results of the analysis in theoretical and analytical parts, the aim of the research is formulated (as a part/narrower version of the aim of the whole thesis provided in Introduction, i.e., usually such aims are formulated by applying the pyramid principle: lower-level aims shall clearly and logically relate to the main aim of the thesis and help to answer the most important question of the research) and the objectives to achieve the aim of the research are provided. Depending on the type of research (quantitative/qualitative), research methods are selected. The name of the method is indicated, and the emphasis is put on how and what data has been analysed, i.e., what methods have been used and why. The reliability of the method matters the most and whether it expresses what is intended to be measured (e.g., in a questionnaire, it is essential to ascertain that the respondent is telling the truth).</p>
		<p>For this purpose, the same question can be asked a few times, or it can be slightly modified). The raised hypotheses and authors that have used the selected research methods in their studies are also indicated.</p> <p>For more details on research methods, please see Subchapter 2.3.</p>
4.	<p><b>Research sample.</b> Once the required instruments have been developed, it is necessary to select those subjects and objects data of which will be used in the research. Thus, it is required to define <b>the research sample.</b></p>	<p><b>Selection of research units.</b> Here it is explained how the researched objects have been selected. The research sample is justified by the statistical representative criteria. In the case of quantitative research, the respondents must be selected by random, non-random or mixed process of selection, i.e., by calculating the sample according to the sample formula. In the case of qualitative research, informants are selected by criteria selection, “the snowball effect” or in other ways.</p>
5.	<p>When the research sample is comprised, and the number of respondents/informants or objects of the research is decided, <b>data collection</b> begins. The collected data is processed.</p>	<p><b>Data collection.</b> It is carried out through a variety of methods: document analysis, interviews, process monitoring, questionnaire filling, etc.</p>

Table 3 (continued)

No	Research stage	Elements of the research stage
6.	When data is collected, the <b>data processing</b> is started.	<b>Data processing (input and analysis).</b> It depends on the type of information and the data processing tools that are used. Qualitative data processing methods are employed for qualitative information processing: analysis, synthesis, systematisation, classification, content analysis, whereas statistical data processing methods are used for quantitative information processing: descriptive statistics, regression analysis, correlation analysis.
7.	A <b>research report</b> may have many different forms. Individual papers prepared during the studies, such as essays, projects, course papers, final papers, are certain forms of a research report. Therefore, they must meet the requirements of the research process.	<b>Providing conclusions and recommendations.</b> Conclusions must reflect the obtained results and provide answers to the raised questions. The main requirement for conclusions is their validity: a conclusion must derive from the theoretical and analytical analysis and research; it must be based on facts and not on the guesses of the author. Each conclusion must be specific, of a conclusive nature and not repeating the already known truths. Once the conclusions are formulated, recommendations can also be provided. Recommendations should also be written in the “style” of conclusions, i.e., be brief and precise. The proposals may include practical advice on how to further develop the topic of the study or what the perspectives of the researched objects could be after applying one or other method that have not been yet applied, etc.

Source: created by the author in accordance with Jasinskas, E., Šarkiūnaitė, I., et al. (2011). *Metodiniai nurodymai socialinių mokslų krypties studentų magistro baigiamiesiems darbams*; Tamaševičius, V. (2015). *Tyrimų metodai*.

### 2.3. RESEARCH METHODS

A research method is a method of obtaining practical and cognitive results by applying different means. It is a procedure consisting of successively repeated operations, the application of which in each specific case allows achieving the results.

Each research method must have a theoretical basis and be scientifically validated.

In the case of quantitative research, hypotheses are proposed. A hypothesis is a form of scientific cognition that expresses scientifically based yet not tested or proved prediction of new laws, causal relationships, objects and their structures or properties. A hypothesis is like a tool to indicate the direction of scientific research. It also helps to select the research object and a way of obtaining information – the research method. For instance, when analysing inefficient performance in an organisation, we assume that this may be related to the inappropriate selection of employees (Jasinskas, Šarkiūnaitė, et al., 2011).

It is essential to note the differences between qualitative and quantitative research through the applied methods in both of them (Table 4).

Table 4. Methods for collecting and processing quantitative and qualitative data and sample size determination

Research method	Methods of data collection	Methods of data processing	Sample size determination techniques
Quantitative	<i>Questionnaire</i> is a method of collecting primary data based on indirect interaction (questionnaire) between a researcher and a respondent.	<p><i>Descriptive statistics</i> is a distribution of frequency, averages, mode, median, maximum, minimum, difference, percentiles, graphical representation of data.</p> <p><i>Tests of statistical significance</i> are <math>\chi^2</math>, sign test, t-test, dispersion analysis.</p> <p><i>Correlation analysis</i> evaluates statistical interface (relation) between two variables, i.e., it indicates the direction of the interface: when the value of one variable increases or decreases, the value of another variable may increase or decrease too.</p> <p><i>Regression analysis</i> indicates and evaluates the causal influence of one or more factors on the phenomenon under consideration (the dependent variable and independent variables are distinguished).</p>	$n = \frac{1}{\Delta^2 + \frac{1}{N}}$ <p>Here:  n — sample size;  <math>\Delta</math> — margin of error (usually it is 5 %);  N — general set.</p>
Qualitative	<p><i>The interview</i> is a method of collecting primary data based on the direct interaction (face-to-face) between a researcher and an informant.</p> <p><i>Observation</i> is a method of collecting and interpreting qualitative data through direct participation when observing the phenomenon/ process/situation or when being the external observer of those processes.</p>	<p><i>Analysis</i> is a research method based on the division of the entirety into parts.</p> <p><i>Synthesis</i> is a method of joining various elements or parts of an object into a whole.</p> <p><i>Abstraction</i> is a cognitive process, detaching from non-essential features of the researched phenomenon in order to concentrate on its main, essential features and to reveal their essence.</p> <p><i>Classification</i> is the division of objects, phenomena or concepts into classes, sections or groups according to their characteristic features.</p>	<i>Convenient selection.</i> The sample is composed of the units most easily accessible to the researcher. It saves time, money, and requires less effort. However, it is the least reasonable and reliable determination, while sample units may not be informative.

Table 4 (continued)

Research method	Methods of data collection	Methods of data processing	Sample size determination techniques
Qualitative	<i>Case analysis</i> is a method of collecting and providing detailed information on the research representative or a small group of representatives and describing each of them. It focuses on a single object or a group of objects, and the conclusions are drawn only about the object or the group and in the context of the researched objects.	<i>Systematisation</i> is a method of arranging information into a system, organising something according to the certain order or sequence. <i>Content analysis</i> is used to identify specific meaningful units in the text of a document, to calculate their frequency of usage, to examine the relations of various text elements with each other, and with the whole information.	<i>“The snowball” selection.</i> Sample units for the research are selected from people who are familiar with other people knowing informative cases worth to be included in the research. <i>Criterion selection.</i> The sample units are selected according to some criteria (criterion) set by the researchers. <i>Extreme-case selection.</i> When exceptional cases (exceptional success, major failure) are selected as the sample units.

Source: created by the author in accordance with Kumar, R. (2011). *Research Methodology: A Step-by-Step Guide for Beginners*, p. 132–155; Butkevičienė, E., & Vaicekauskaitė, A. (2019). *Antrinė kiekybinių duomenų analizė. Mokymo kurso medžiaga*; Tamaševičius, V. (2015). *Tyrimų metodai*; Bitinas, B., Rupšienė, L., & Žydžiūnaitė, V. (2008). *Kokybinių tyrimų metodologija*.

In the Master’s thesis, it is possible to combine quantitative and qualitative research, but it is important that the selected type of research or employed combination allows achieving the set research aims and objectives.



## 3. Presentation and technical formatting of the master's thesis

In this part, the main technical formatting requirements for the thesis, presentation of citations and references, tables, figures and formulas in the text are presented along with the bibliographic description of literature and text formatting rules.

This subchapter is written in accordance with “Metodiniai nurodymai socialinių mokslų krypties studentų magistro baigiamiesiems darbams” (transl. The Methodological Guidelines for Master's Theses of Students of Social Sciences) (Jasinskas, Šarkiūnaitė, et al., 2011), including specifications based on APA Format guidelines.

### 3.1. CITATIONS AND REFERENCES

When writing various study or scientific papers, the authors often not only present their original ideas but also retell ideas of other authors. The usage of other sources is commendable as it demonstrates the erudition of the author and the ability to use intellectual work instruments.

Several types of usage of other sources can be distinguished:

- direct quotation, when the text of another work is repeated word for word;
- indirect quotation, when the ideas of another work are paraphrased maintaining their consistency;
- mentioning of the idea, when the idea is mentioned, but it is further developed by the author of the thesis who follows his/her own logic and consistency.

References are created in accordance with how the ideas of another work are presented in the thesis. Different requirements apply to different types of references; moreover, references are determined by the style of the author, i.e., the number of references, their placement and form are directly linked to the personal ability to formulate ideas in a written form, how well he/she has mastered theoretical notions, and how the empirical material is selected. References conform reading to the natural form of active thinking.

Original works, their first or last editions are best suited for references. Various scientific and cultural events, historical dates, statistical data, text related graphical documents and other unique illustrative material can be used as references as well. The proportions of the text and references, their font, layout on the page and visual expression must be taken into account.



**Citation** (Lat. *Citatom – verbatim excerpt*). An excerpt with a clear and logically completed idea must be chosen for citation. The most common citation mistakes are presented further:

- non-selective quoting. When an out-dated or non-authoritative source, in which the problem is only posed but not solved, and in which the analysed question is of minor nature, is cited;
- unfair quoting. A forced usage or distortion of citations, the discontinuation of phrases or thoughts in order to assign a different or desired meaning;
- excessive quoting. It gives the impression that the author cannot properly refer to and briefly paraphrase the ideas of another author (Walliman, Nicholas, 2011);
- plagiarism (Lat. *plagium – abduction*). It is the appropriation of authorship and taking the credit for the works, inventions, ideas and thoughts of other authors. It is a very reprehensible act equivalent to theft. The failure to indicate the authorship of someone else's thoughts and ideas (verbatim or paraphrased), i.e., the absence of reference to the literary source, is recognised as plagiarism in academic papers.

**Presentation of quotations:**

- quotations must be accurate, rewritten word for word, even if there are mistakes in the cited source;
- in-text short quotations (up to 40 words) are written in quotation marks (Lithuanian quotation marks „text“ are used when the thesis is written in Lithuanian, English quotation marks “text” are used when the thesis is written in English);
- in-text long quotations (more than 40 words) are written in a new paragraph without quotation marks. These quotations start with a new line, indented from the left margin in the same place where a new paragraph would start;
- quotations that form a part of the author's sentence are written in quotation marks and start with a lowercase letter;
- omitted parts in the quotation are indicated by ellipsis in angle brackets <...>.

References are usually presented in the text. Parentheses are used to indicate the source and provide the essential information: the author, year of publication, page number.

The following variations for presenting in-text quotations are possible:

1. Incorporation of quotation in the text, referring to the source according to the place of quotation in the sentence.

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According to Surname (2019, p. 25), “cited text”; however, other variations are possible too. Kaunas is a city in Lithuania, but as stated by Surname (2019, p. 25), “cited text”.

---

2. Presentation only of a quotation (without the incorporation in the text), referring to the source at the end of the quotation.

---

“Cited text” (Surname, 2019, p. 25)

---

3. Presentation of a long quotation (more than 40 words).

---

The first two processes are related to the failure of the expatriation process if the employee's personal characteristics (career expectations, willingness to work abroad, competencies, etc.) are not clarified before departure, proper criteria for selection are not established and appropriate pre-departure training (intercultural, emotional, communication, etc.) is not provided for expatriates. The third process concerns the problems of adaptation to the culture of a foreign country (Surname, 2019, p. 25).

---

4. Letters in alphabetical order are written next to the year of publication in both, the list of references and the in-text reference if several publications of the same author published in the same year are quoted.

---

*In-text reference:* (Surname, 2017a, p. 72), Surname (2017b, p. 76)

*List of references:*

Surname, N. (2017a). Research methodology and methods. Vilnius: Mokslo ir enciklopedijų leidybos centras.

Surname, N. (2017b). Methodological approaches. Vilnius: Mokslo ir enciklopedijų leidybos centras.

---

5. The first part of a bibliographical description (usually the title) is referenced when the cited source has no author. *Italic* font is used.

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*Research methodology and methods* (2017, p.170) "cited text"

---

6. If the secondary source is cited (when the primary source is not available), the reference in the list of references should be made to the secondary source. It is strictly *prohibited* to make a reference only to the primary source if the author of the thesis is not directly familiar with it. The in-text quotation is presented with the reference to both authors.

---

"Cited text" (Surname2, 2019, p. 15, as cited in Surname1, 2015, p. 23)

or

According to Surname2 (2019, p.15) (as cited in Surname1, 2015, p. 23), "cited text"

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7. If several different sources which have been written by the authors with the same surname are quoted, it is important to include not only the author's name, year of publication and page number but also the initials of the author's first name in the in-text references.

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(Surname, N., 2017, p. 72), N. Surname (2017, p. 72)

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8. If a thought or fact is discussed in several works, they can be combined into one reference. Descriptions are separated by semicolons:

- All authors are listed in parentheses in alphabetical order, beginning with the surname of the first author; each source is separated by a semicolon.

---

Theory X was studied by many different scholars (Surname1, & Surname2, 2017; Surname3, Surname4, & Surname5, 2015).

---

- When different works by the same author are mentioned, then the surname of the author is listed once in the reference and the years of publication are provided in chronological order beginning from the earliest.

---

Theory X was studied by scholar Surname (2011, 2013, 2018) in a variety of his works.

---

**Paraphrasing.** The consistency is essential when paraphrasing (Rienecker & Jørgensen, 2003). The paraphrased text should be retold in one's own words and style; however, it is prohibited to create additional content which is non-existent in the cited text.

In the case of paraphrasing, the citation requirements (the usage of quotation marks, the insertion of page numbers) are not imposed. Words bearing similar meaning (synonyms) and a different structure of sentences are employed when paraphrasing the source text. Replacing several essential words with synonyms in the convenient places of the text is not considered a paraphrasing. This is viewed as plagiarism.

When paraphrasing someone else's idea, a reference must be provided. The reference is inserted at the exact place of the paragraph where the paraphrased idea ends. If the idea expands over the entire paragraph, the reference is inserted at the end of the paragraph. If the same idea is paraphrased in several paragraphs, a separate reference must be provided at the end of each paragraph. The author and the year of publication must be provided when the in-text reference is made.

---

Paraphrased text (Surname, 2019).

According to Surname (2019), paraphrased text.

Kaunas is a city in Lithuania, but according to Surname (2019), paraphrased text.

---

**Mentioning of the ideas.** It is the least restricted use of someone's expertise when writing a thesis or scientific work. In this case, no intentions are made to use someone else's logic of interpretation; only the final results of the analysis (terms, concepts, and ideas) are employed. The scientific ethics state that the source authors should be referenced when their ideas are borrowed. It is not always easy, as the most popular ideas quickly lose the identity of authorship and become "generic", e.g., Maslow's hierarchy of needs. Therefore, many ideas with untraceable authorship are presented in various works. Nevertheless, the aim of the theses or other scientific works is usually to analyse brand-new, rather than old, ideas. All brand-new ideas have authorship. In such cases, the authorship must be provided.

- Mentioning the author without a specific in-text reference. The author should be only mentioned in the text if it is known that he/she proposed a specific idea, but not a single source from the mentioned author has otherwise been analysed in the thesis. For example:

---

... M. E. Porter has distinguished three types of competitive strategy ...

---

- Mentioning the author in the text with a reference to the literary source. In parentheses, the year of source publication is provided next to the author's surname mentioned in the text. This source must be included in the list of references at the end of the thesis. The author of the thesis must be acquainted with the source text. For example:

---

... Porter (1980) has distinguished three types of competitive strategy ...

*List of references:*

Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.

---

### 3.2. BIBLIOGRAPHIC DESCRIPTION OF LITERATURE

In this part, the general rules for bibliographic description are introduced. The list of references is presented at the end of the thesis on a separate page. All the printed and internet sources (cited and paraphrased) mentioned in the thesis must be included in this list. The list is compiled according to the citation language, which has its own rules and is provided in the methodical guidelines. **In these methodical guidelines, the students are recommended to make the list of references in accordance with APA 6th ed. style guide.**

#### **Requirements for compiling the list of references:**

1. Every literary source with the in-text reference (cited or paraphrased) must be included in the list of references.
2. Description data should be taken from the title page, the cover, other cover pages, metrics, or entire publication.
3. The list of references is aligned with the left margin.
4. Line spacing in the list of references is 1.5 pt.
5. The list of references is numbered and listed alphabetically by the author's name or the first letter of a title. If the title of the source is in English and starts with an article, preposition or infinitive particle "to", the source must be listed according to the first letter of the second word.
6. If the description of a source takes up more than one line in the list of references, all subsequent lines must begin with a 1.27 cm indent.
7. When describing a source written in English, the first letters of words in the title are written in capital letters (except for articles, prepositions, conjunctions, and infinitive particle "to").
8. Only the surname and the initial of the first name are written in the list of references when describing the source author; the full given names are not provided. If the author has two or more given names, full stops and spaces between the initials are placed.

9. The order of the source authors cannot be changed. It must be listed as it appears on the title page or the article in a journal.

10. When different works by the same author are cited, they must be listed in chronological order beginning from the oldest.

11. When different works published by the same author in the same year are cited, in the list of references, they must be listed in alphabetical order according to the title, and letters (a; b) are added next to the year of publication.

12. The numbers of the sources (e.g., journal volumes) presented in the list of references should be written in Arabic numerals (1; 2; 3, etc.) unless Roman numerals are included in the title.

13. If the year of publication is not provided for the cited source, the abbreviation for “no data” in brackets [n. d.] should be written instead.

14. If there is more than one city of publication provided in the cited source, only the first city should be indicated in the list of references.

15. If an article or a book is written by more than 7 authors, the first 6 of them should be mentioned in the list of references. After the surname and the initial of the name of the 6<sup>th</sup> author, an ellipsis with spaces should be written (e.g., . . .) and then the surname and the initial of the name of the last author should be added. When such a source is cited in the text, the in-text reference should be made as follows (Surname of the first author et al., year of publication).

16. When a web page is selected as a source, it must be described according to the following description example. It is strictly prohibited to provide only a link to the source. The year for this type of source should indicate not the time when the source was accessed, but it should be the year provided under the © symbol (usually found at the bottom of the web page) or after the words “last updated”. The provided year should be included in the description of the source.

17. All links to the online sources must be inactive and not underlined. If the link is active, the action to *Remove hyperlink* should be chosen after selecting the link, or following the presented order: keyboard shortcuts Ctrl+A (selects all the text) and Ctrl+Shift+F9 (removes all active links) can be pressed.

18. A hyphen (-) or a dash (–) should not be used in the URL address to move it to a new line. Instead, a new line break (Enter) should be made before any of the punctuation marks (except http://) in the link. A full stop (.) as a completion symbol of the bibliographic description should not be used at the end of the URL address, as it will condition the access to the source.

19. The date of access should not be provided in the online source description unless the source is often updated (e.g., *Wikis*). In such a case, after the URL, at the end of the bibliographic description, the following information should be provided in the brackets [ ]: [accessed on day Month year].

20. When inserting *doi*, it must be followed by a colon. There should be no space after the colon as the assigned number should be written right after it.

21. Cited and/or paraphrased sources, the author and/or the title of which are written in non-Latin characters (e.g., Cyrillic script), at the end of the list of references should be listed in alphabetical order according to the language used in the source text.

22. If a secondary source is cited (when the primary source is unavailable), the reference for the secondary source is provided in the list of references.

Examples of bibliographic descriptions of literature are presented in Table 5.

Table 5. **Examples of bibliographic descriptions of literature**

Material type	Template of the description (APA 6th ed.)	Example of the description (APA 6th ed.)	In-text reference
<b>Book: 1 author</b>	Surname, N. (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher.	Kumar, R. (2011). <i>Research Methodology: A Step-by-Step Guide for Beginners</i> (3rd edition). London: Sage Publications, Inc.	<b>Always:</b> Kumar (2011)
<b>Book: 2 authors</b>	Surname, N. <sup>1</sup> , & Surname, N. <sup>2</sup> (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher.	Thomas, D. C., & Peterson, M. F. (2018). <i>Cross-Cultural Management: Essential Concepts</i> (4th ed.). Los Angeles: SAGE.	<b>Always:</b> Thomas, & Peterson (2018)
<b>Book: 3–5 authors</b>	Surname, N. <sup>1</sup> , Surname, N. <sup>2</sup> , & Surname, N. <sup>3</sup> . (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher.	Grigas, V., Šuminas, A., Gudiniavičius, A., & Grigaliūnas, M. (2016). <i>Šiuolaikinės medijos ir informacija: požeminiai garažai Google karalystėje</i> . Vilnius: Akademine leidyba.	<b>The first time:</b> Grigas, Šuminas, Gudiniavičius, & Grigaliūnas (2016)  <b>Repeated reference:</b> Grigas et al. (2016)
<b>Book: 6 and more authors</b>	Surname, N. <sup>1</sup> , Surname, N. <sup>2</sup> , & Surname, N. <sup>3</sup> . (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher.	Bukelevičiūtė, D., Butkus, Z., Černiauskas, N., Grodis, A., Kasperavičius, A. P., & Polkaitė, G. (2016). <i>Socialiniai pokyčiai Lietuvos valstybėje 1918-1940 metais: monografija</i> . Vilnius: Vilniaus universiteto leidykla.	<b>Always:</b> Bukelevičiūtė et al. (2016)
<b>Book: the author is a corporation/organisation</b>	Name of the corporation/organisation (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher.	Project Management Institute (2013). <i>A Guide to the Project Management Body of Knowledge (PMBOK Guide)</i> (5th ed.). Newtown Square: Project Management Institute.	<b>The first time:</b> A Guide to the Project Management Body of Knowledge (2013)  <b>Repeated reference:</b> PMBOK Guide (2013)  <i>Abbreviations are allowed if they are widely acknowledged and recognised. It is forbidden to make your own abbreviations.</i>
<b>Book: editor/editors instead of the author</b>	Surname (surnames), N. (Ed(s)). (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher.	Moravcsik, E. A. (Ed.). (2013). <i>Introducing Language Typology</i> . Cambridge: Cambridge University Press.	<b>Always:</b> Moravcsik (2013)



Table 5 (continued)

Material type	Template of the description (APA 6th ed.)	Example of the description (APA 6th ed.)	In-text reference
<b>Book: without an author</b>	<i>Book title</i> (Year). Location: Publisher.	<i>Publication manual of the American Psychological Association</i> (2010). Washington [D.C.]: American Psychological Association (6th ed.)	<b>Always:</b> Publication manual of the American Psychological Association (2010)
<b>Book: a part of the book (chapter/article)</b>	Surname, N. (Year). Title of the part of the book. In N. Surname of the author of the book (edition/editor), <i>Book title: Subtitle</i> (page range that is being cited (chapter)). Location: Publisher.	Palmer, F. (2007). Treaty principles and Maori sport: Contemporary issues. In C. Collins & S. Jackson (Eds.), <i>Sport in Aotearoa/New Zealand society</i> (2nd ed., pp. 307-334). South Melbourne, Australia: Thomson.	<b>Always:</b> Palmer (2007)
<b>E-book: without DOI</b>	Surname, N. (Year). <i>Book title: Subtitle</i> (edition). Retrieved from <a href="https://e-book_address">https://e-book_address</a>	Schein, E. H., & Scheiner, P. (2016). <i>Organization culture and leadership</i> . Retrieved from <a href="https://ebookcentral.proquest.com/lib/viluniv-ebooks/detail.action?docID=4766585#">https://ebookcentral.proquest.com/lib/viluniv-ebooks/detail.action?docID=4766585#</a>	<b>Always:</b> Schein, & Scheiner (2016)
<b>E-book: with DOI</b>	Surname, N. (Year). <i>Book title: Subtitle</i> (edition). Location: Publisher. doi:10.XXXX/XXX	Gudonavičienė, R., & Dovalienė, A. (2017). <i>Marketingo kanalai: moko-moji knyga</i> (2-asis leid.). Kaunas: KTU leidykla „Technologija“. doi: 10.5755/e01.9786090213254	<b>Always:</b> Gudonavičienė, & Dovalienė (2017)  <i>DOI can also be presented as http that directs you to the page of the journal/article (e.g., <a href="http://doi.org/10xxx">http://doi.org/10xxx</a>); in this case, http doi is indicated in the description. The word doi does not need to be written additionally.</i>
<b>Article: in a printed journal</b>	Surname, N. (Year). Article title. <i>Journal title, volume</i> (No), pages of the article.	Davidavičienė, V., Pabedinskaitė, A., & Davidavičius, S. (2017). Socialiniai tinklai B2B or B2C komunikacijoje. <i>Transformations in Business &amp; Economics</i> , 16(1), 69–84.	<b>Always:</b> Davidavičienė, Pabedinskaitė, & Davidavičius (2017)
<b>Article: more than 7 authors</b>	Surname, N. <sup>1</sup> , Surname, N. <sup>2</sup> , Surname, N. <sup>3</sup> , Surname, N. <sup>4</sup> , Surname, N. <sup>6</sup> , . . . Surname <sup>x</sup> of the last author, (year). Article titles. <i>Journal title, volume</i> (No), pages of the article.	Gilbert, D. G., McClernon, J. F., Rabinovich, N. E., Sugai, C., Plath, L. C., Asgaard, G., . . . Botros, N. (2004). Effects of quitting smoking on EEG activation and attention last for more than 31 days and are more severe with stress, dependence, DRD2 A1 allele, and depressive traits. <i>Nicotine &amp; Tobacco Research</i> , 6(2), 249–267. <a href="https://doi.org/10.1080/14622200410001676305">https://doi.org/10.1080/14622200410001676305</a>	<b>Always:</b> Gilbert et al. (2004)
<b>Article from a dictionary/encyclopaedia</b>	Surname, N. (Year). Part of the article from the dictionary/encyclopaedia. In N. Surname of the author of the dictionary/encyclopaedia (edition/editor), <i>Dictionary/encyclopaedia title: Subtitle</i> (page range that is being cited (chapter)). Location: Publisher.	Biedermann, H. (2002). Raudona spalva. In H. Biedermann, <i>Naujasis simbolių žodynas</i> (pp. 351–353). Vilnius: Mintis.	<b>Always:</b> Biedermann, H. (2002)  <i>Follow the examples of in-text reference of traditional (printed) books.</i>

Table 5 (continued)

Material type	Template of the description (APA 6th ed.)	Example of the description (APA 6th ed.)	In-text reference
<b>Electronic article: without DOI</b>	Surname, N. (Year). Article title. <i>Journal title, volume</i> (No), page range of the article. Retrieved from <a href="https://address of the online article">https://address of the online article</a>	Abdallah, A. E. K., & Eljelly, A. M. A. (2014). Sustainability and Corporate Social Responsibility: Framework Development and Application. <i>Khartoum University Journal of Management Studies, 8</i> (1), p. 33–74. Retrieved from <a href="http://ejournals.uofk.edu/index.php/KUJMS/article/viewFile/588/590">http://ejournals.uofk.edu/index.php/KUJMS/article/viewFile/588/590</a>	<b>Always:</b> Abdallah, & Eljelly (2014)
<b>Electronic article: with DOI</b>	Surname, N. (Year). Article title: Subtitle. <i>Journal title, volume</i> (No), page range. doi:10.XXXX/XXX	Keng-Chieh, Y., Chia-Hui, H., Conna, Y., & Su Yu, Y. (2017). Consumer attitudes toward online video advertisement: YouTube as a platform. <i>Kybernetes, 46</i> (5), p. 840–853. <a href="https://doi.org/10.1108/K-03-2016-0038">https://doi.org/10.1108/K-03-2016-0038</a>	<b>The first time:</b> Keng-Chieh, Chia-Hui, Conna, & Su Yu (2017)  <b>Repeated reference:</b> Keng-Chieh et al. (2017)
<b>Legislation</b>	Legislation title. Date of adoption. (day/month/year). No <i>Publication</i> , Year, No Retrieved from <a href="https://legislation_address">https://legislation_address</a>	Lietuvos Respublikos Autorių teisių ir gretutinių teisių įstatymas. 1999 m. gegužės 18 d. Nr. VIII-1185. <i>Valsitybės žinios</i> , 1999, Nr. 50–1598. Retrieved from <a href="https://www.e-tar.lt/portal/lt/legalAct/TAR.551F0CDE5B64/ASjOmwJBnm">https://www.e-tar.lt/portal/lt/legalAct/TAR.551F0CDE5B64/ASjOmwJBnm</a>	<b>The first time:</b> Lietuvos Respublikos Autorių teisių ir gretutinių teisių įstatymas (1999)  <b>Repeated reference:</b> Lietuvos Respublikos Autorių teisių . . . įstatymas (1999)
<b>Conference presentation</b>	Surname, N. (Year). Presentation title: Subtitle. In N. Surname (Ed.), <i>Publication title: Subtitle</i> (pp. xx-xx). Location: Publisher.	Račickaitė, R., & Kazlas, M. (2016). Global Integration and it's Positive and Negative Influence on World Economy and Business Sector. In Ž. Golubevė (Ed.), <i>VU EF studentų mokslinės draugijos konferencijos straipsnių rinkinys</i> (p. 7–11). Vilnius: VUL.	<b>Always:</b> Račickaitė, & Kazlas (2016)
<b>Dissertations/ Master's theses</b>	Surname, N. (Year). <i>The topic of the dissertation / Master's thesis</i> (doctoral dissertation / Master's thesis). Retrieved from database title / <a href="https://dissertation_address">https://dissertation_address</a>	Šikšnelytė, I. (2015). <i>Elektros energijos rinkos modelių darnumo vertinimas (daktaro disertacija)</i> . Retrieved from eLABa.	If the dissertation can be obtained in a traditional manner (printed version), it is described in the same manner as a book by indicating that this is a doctoral dissertation in the subtitle.
<b>Visual sources</b>	Surname, N. (Producer), & Surname, N. (Director). (Year). <i>Visual source title</i> [type]. Retrieved from <a href="https://address of a sound/visual source">https://address of a sound/visual source</a>	Gallego, Ž. (Producer), & Ulvydas, D. (Director). (2017). <i>Emilija iš Laisvės alėjos</i> [Kino filmas]. Retrieved from <a href="http://www.epasaka.lt/lt/home-cinema/movies/emilija">http://www.epasaka.lt/lt/home-cinema/movies/emilija</a>	<b>Always:</b> Gallego, & Ulvydas (2017)



Table 5 (continued)

Material type	Template of the description (APA 6th ed.)	Example of the description (APA 6th ed.)	In-text reference
<b>Sound sources</b>	Surname, N. of the performer / Screen name (Year). Song title. On <i>Album title</i> [type]. Location: Label.	Winehouse, A. (2006). You Know I'm No Good. On <i>Back to Black</i> [CD]. United Kingdom: Parental Advisory.	<b>Always:</b> Winehouse (2006, track 2)
<b>Website</b>	Website title / Surname, N. (Year). <i>Website / document title</i> . Retrieved from <a href="http://www.website.lt">http://www.website.lt</a>	Vilniaus universiteto biblioteka (2018). <i>Mokymai</i> . Retrieved from <a href="https://biblioteka.vu.lt/mokslui-ir-studijoms/mokymai">https://biblioteka.vu.lt/mokslui-ir-studijoms/mokymai</a>	<b>Always:</b> Vilniaus universiteto biblioteka (2018)
<b>Podcast</b>	Surname, N. (Producer). (Year, Month day). <i>Title of podcast</i> [Type]. Retrieved from <a href="http://thebestpodcastintheworld.com">http://thebestpodcastintheworld.com</a>	Smith, K., & Levy, A. (Producers). (2017, gruodžio 21). <i>Nature Podcast</i> [Audio podcast]. Retrieved from <a href="http://www.nature.com/nature/podcast/index.html?foxtrotcallback=true">http://www.nature.com/nature/podcast/index.html?foxtrotcallback=true</a>	<b>Always:</b> Smith, & Levy (2017, December 21)
<b>YouTube</b>	Screen name of the performer / Title of the channel / Surname, N. (Year, Month day). Title of video [Type]. Retrieved from <a href="http://youtube.com/watch?v=123">http://youtube.com/watch?v=123</a>	SCSIMedia (2015, gegužės 28). Sight Translation Techniques [Video file]. Prieiga per <a href="https://www.youtube.com/watch?v=7CO8ol-VPIo">https://www.youtube.com/watch?v=7CO8ol-VPIo</a>	<b>Always:</b> SCSIMedia (2015, May 28)
<b>TV re-cording: television series</b>	Surname, N. (Writer), & Surname, N. (Director). (Year). Title of the episode [Television series episode]. In Surname, N. (Executive Producer), <i>TV show title</i> . Location: Studio.	Catlin, M., & Walley-Beckett, M. (Writers), & Johnson, R. (Director). (2010). Fly [Television series episode]. In Schnauz, T. (Executive Producer). <i>Breaking bad</i> . Culver City, CA: Sony Pictures Television.	<b>Always:</b> Catlin, Walley-Beckett, & Johnson (2010)

Source: created by the author in accordance with *Publication Manual of the American Psychological Association* (2010). Washington [D.C.]: American Psychological Association (6th ed.).

### 3.3. TABLES, FIGURES, AND FORMULAS

Tables and figures can be inserted in both text and appendixes. All tables, figures, and appendixes must be numbered and titled. Tables, figures, and appendixes are numbered separately. Numeration proceeds as follows:

- Table 1;
- Figure 1;
- APPENDIX 1.

The number of the table (e.g., Table 1) is written above the title of the table in the right corner. The title of the table starts with a capital letter and is preceded by lowercase letters; the title is placed above the heading of the table in the centre of the page, the font size is 12 pt, bold. If only one table is presented in the text, only the word “Table” is written in the right corner of the page above the table. The font size of the presented information in tables is 10 pt. It is necessary to indicate the source, where the table is borrowed from, below the table (font size – 10 pt); this also applies if the table is created by the author (Appendix 5).

The number of the figure (e.g., Figure 1) and the title are written below the figure in the centre of the page, the font size is 12 pt, bold. The font size in figures is 10 pt. The source of the figure is indicated below the title of the figure, this also applies if the figure is created by the author (Appendix 6).

Tables and figures can take up a part of the page, an entire page, or two and more pages. However, a table or any other visual material cannot be divided into two pages if it can be fitted into one page.

If a table takes up more than one page, it must be indicated in the right corner of the continued table, for example, “Table 1 (continued)” (Appendix 5). After the titles of the columns are rewritten, the table can be further continued to be filled in.

If it is predicted that the table would take up almost the entire or the bigger part of the page, it is advisable to start the table not immediately after the text but on a new page.

Large tables with a considerable amount of information and extensive illustrations should be presented in appendixes.

Examples of the tables and figures are presented in Appendix 5 and 6.

When formulas are introduced, their symbols can have only one meaning throughout the thesis and they need to be identified. Formulas that are referred to more than once must be numbered as well.

Examples of the tables and figures are presented in Appendix 6 and 7.

Formulas in the text are written following the rules of punctuation; they are placed in the middle of the line while the words linking them (*because, here, etc.*) are to be written in the next line. One line spacing should be left before and after the formulas in order to make them distinct from the rest of the text (Kardelis, 2016, p. 406).

Symbols are to be explained below the formula respectively as they appear in the formula. A comma is written after the formula and a word *here* (with no colon) should appear in the next line. Further, all symbols present in the formula are to be indicated and followed by a dash and the explanation of their meaning. An example of formula (Kardelis, 2016, p. 407):

$$SP = \frac{SN}{\sqrt{n-1}}, \quad (1)$$

here *SP* – an error of the arithmetic average; *SN* – standard deviation; *n* – sample volume.

Figures, tables and formulas are numbered following a continuous numbering system.

### 3.4. TEXT REQUIREMENTS

The text should be written on one side of blank non-linear A4 paper.

***Text of the Master's thesis should be:***

- clear;
- fluently and accurately written, with no grammatical, stylistic or proofreading errors;
- printed in high quality;
- complying with all requirements for such type of works.

*Page parameters for text printing:*

- top margin – 20 mm;
- bottom margin – 20 mm;
- left margin – 25 mm;
- right margin – 15 mm.

*Text requirements:*

- the paragraph begins with a 1.27 cm indent;
- text font – Times New Roman;
- font size – 12 pt;
- line spacing – 1.5;
- text alignment – justified.

***Page numeration:***

- page numeration begins with the table of contents (page counting starts from the title page; however, the page number is not indicated on the title page) and finishes with the last page of the thesis;
- the page number should be written in the right corner at the bottom of the page;
- the page number should be written in Arabic numerals without any dots or dashes;
- it is not allowed to skip pages, repeat the same numbers or add alphabetic characters to numbers.

The text of the empirical research part can be divided into chapters, subchapters and, if needed, into subsubchapters.

*Requirements for chapters and subchapters:*

- chapters are numbered in Arabic numerals (1., 2., etc.);
- chapters *Contents, List of Figures, List of Tables, List of Abbreviations, Introduction, Conclusions and Recommendations, Summary, List of References, and Appendixes* are not numbered (*Appendixes* are numerated if there are more than 5 of them);
- subchapters are numbered within chapters and their number constitutes of two Arabic numerals (1.1., 1.2., ... 2.1., 2.2., etc.), which are separated by dots from one another and from the title of the subchapter;
- chapters of the thesis are provided in a new page, their titles should be bold, written in uppercase letters, font size is 14 pt, the alignment is centred;
- subchapter titles are written in bold lowercase letters (except for the first letter of the heading), the alignment is left, font size is 12 pt;
- subchapter titles are separated by one line before and after the title;
- subchapters are presented consistently on the same page;
- if the text is further divided into subsubchapters, they should be written using the same principles as those used with subchapters; the number of the subsubchapters comprises of three numbers separated by dots (1.1.1., 1.1.2., etc.);
- the title of the subchapter should not be written right after the title of the chapter; an introductory paragraph should be inserted between the two.

**Contents of the Master's thesis:**

- contents should include all numbers of chapters and subchapters that are present in the thesis, as well as their titles and numbers of pages where the chapters/subchapters begin (Appendix 3);
- the word CONTENTS and the titles of chapters are written in uppercase letters, while the titles of subchapters are written in lowercase letters (except for the first letter which is capital) (Appendix 3).

**Appendixes of the Master's thesis:**

- every appendix should begin in a new page and the title APPENDIX (in uppercase letters, 12 pt, right alignment) should be placed on the top right corner of the page;
- the title of the appendix is written in uppercase letters;
- if there is more than one appendix, they are numbered in Arabic numerals accordingly: APPENDIX 1, APPENDIX 2, etc.;
- if there are less than 5 appendixes, they are to be written in CONTENTS indicating their page number;
- if there are more than 5 appendixes, there should be a separate list of appendixes called APPENDIXES where the titles of appendixes and their page numbers are indicated. The list should be inserted at the end of the thesis before the appendixes; the page number of the list of appendixes should be indicated in CONTENTS;
- the text must contain references to appendixes.

**3.5. LANGUAGE REQUIREMENTS**

**Scientific style.** All student papers must be written in a scientific style. Thus, it is important to conform to certain norms and pay attention to the essential aspects of this style. The essential aspects of the scientific style are accuracy, brevity, and clarity. Author's thoughts should be formulated logically and coherently with regard to the links between text and thought. Works presented in the scientific style must be objective and the author should avoid expressing their subjective assessment and feelings.

Words written in the scientific style must always have literal meaning; ambiguity, synonymy, figurative meanings, and metaphorization must be avoided. A tendency towards schematics and the successive presentation of material are also apparent with this style.

One of the important aspects concerning scientific style is long, template-like, direct sentences. Interrogative and exclamatory sentences should be avoided. The first and second person should be avoided as well; such sentence structures should be replaced with a passive voice when writing in a scientific style (*I examined* = *It was examined*, *I applied the method* = *the method was applied*).

It is crucial to pay attention to the language culture of the text. The usage of pronouns and prepositions should be avoided along with the errors concerning the usage of conjunctions, word formation and vocabulary.

**Terms.** The abundance of terms prevails the scientific style. Terms define a certain concept or phenomenon and are employed in a particular branch of science. There are terms that define different concepts in different disciplines; however, it is not a common phenomenon. The ambiguity of terms should be avoided in scientific works. Terms from different disciplines must have a fixed and well-defined meaning that is completely context independent.

Well-established terms in a particular branch of science cannot have synonyms. Synonyms are redundant simply because they unnecessarily take up memory space (after all, when studying a particular scientific field, the terms need to be understood and memorised).

The terms used within the scientific language cannot have emotional connotation because they only indicate and not describe an object or phenomenon. A term is a neutral word, precisely defining the meaning of the concept.

Terms must be short, precise, and clear. Terms should not be replaced with a word construct describing an object or phenomenon, as it will abandon systematics, which is detrimental to the integrity of the work.

Terms must form a unified and defined system in scientific work. They should be clarified and classified. Correct and proper terms must be chosen to avoid the disruption of the entire language culture system of the text.

**Writing numbers.** Numbers, marking the number of items, are written in Arabic numerals (5 *workplaces*). Large numbers are written in Arabic numerals and words or their abbreviations (10 *thousand* or 10 *thous.*).

When the numbers mark the sequence of things, both Arabic and Roman numerals (10 *o'clock*, XXI *century*) can be employed.

When a unit of measurement follows a number, the number must be written in digits (300 *euro*). When a unit of measurement does not follow a number, the number is written in words (*inflation has doubled*). A dot is not written after the abbreviations *Eur* (euro) and *ct* (cents), except when these abbreviations are at the end of the sentence.

**Writing abbreviations.** The title mentioned for the first time cannot be abbreviated. If the title will be mentioned several times in the text, the full title appearing for the first time in the text should be followed by the abbreviation (*The United Nations Organization (UNO)*).

The words *per cent* (*ten per cent*) written next to a numeral can be shortened when the numeral is in digits (10%).

Abbreviations and other markers should be consistent and form a certain system throughout the text.

## 4. Recommendations for master's thesis defence

*Public defence procedure:*

1. A reviewer is appointed for each thesis in advance.
2. The thesis is presented to the audience. It is a culminating moment, dedicated to the effort and abilities that have been put in while writing the thesis.

Presentation of the work is a 7–10 minutes speech, accompanied by additional visual material.

The speech must be premeditated. A brief summary of the speech can be made, so a track of thoughts could be followed. The speech should be told, and not read.

In order that the speech would be more than just a set of dull statements, it is essential to employ visual material. *Microsoft PowerPoint* can be used for illustrations, but other visual material, such as brochures, etc., is also accepted. The presentation should not be static, at least a minimal amount of animation should be introduced (e.g., making points to appear one after the other, or highlighting some points by circling them, etc.).

Slides during the presentation must consist of:

- the title slide: the name of the university, the title of the thesis, name and surname of the author, scientific degree, name and surname of the scientific advisor (1 slide);
- the object, aim, and objectives of the thesis, research methods (1 slide);
- the theoretical part (1–2 slides; to concisely present the main aspects of the theory; discovered or developed innovations);
- the analytical part (1–2 slides; to concisely present the main results of the analytical part and a developed model);
- the research – research methodology and main/essential research findings (more slides can be presented, as the presentation should accentuate the carried-out research and the achieved results);
- conclusions (1 slide; it is unnecessary to present all conclusions, only the most essential points can be mentioned);
- the title slide (1 slide; the title slide is like the author's business card and it should be seen once again after the presentation to show the title of the thesis).

All slides, except for the title slide, must be numerated, also, the title of the university, which is represented, and the name and surname of the author must be indicated (Figure 2). There should be approximately 9–12 slides altogether. All of them should be in the same style, e.g., the same frames, font styles, sizes, etc. should be employed.

A slide presentation template for VU Kaunas Faculty should be used <https://www.knf.vu.lt/apie-fakulteta/atributika> (Figure 2).

**Object, aim and objectives of the thesis** Kauno fakultetas

**The object of the thesis** – the factors of expatriate international assignment success.

**The aim of the thesis** - to analyze the factors of expatriate international assignment success.

**The objectives of the thesis:**

1. To investigate the process of expatriation by distinguishing the factors of international assignment success.
2. To analyze the empirical level of research within the framework of international assignment success.
3. To determine the factors of international assignment success on the basis of a case study performed on the experience of expatriates on a national (Lithuanian) level.

Name Surname 1

Source: created by the authors.

Figure 2. **An example of a slide**

Before his/her speech, the author should greet the members of the scientific board, and only then, the presentation can be started. After the speech, the author should thank for the attention.

4. The chairman of the scientific board presents the feedback from the scientific advisor and the review of the thesis. Questions of the reviewer are available one day prior to the defence; the answers to the questions can be prepared in advance.
5. The speaker is given the questions from the members of the scientific board and other participants of the defence, which he/she must answer impromptu.
6. A closed session after the defence of all theses is held where the scientific board evaluates theses.



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# Appendixes

APPENDIX 1. Example of the first Title page of the Master's thesis.....	36
APPENDIX 2. Examples of lists of abbreviations, tables, and figures.....	38
APPENDIX 3. Example of content structure .....	39
APPENDIX 4. Requirements for intermediate assessments of Master's thesis .....	40
APPENDIX 5. Tables .....	42
APPENDIX 6. Figures .....	44
APPENDIX 7. Example of the headline of the summary (in Lithuanian) .....	46

## Appendix 1

## EXAMPLE OF THE FIRST TITLE PAGE OF THE MASTER'S THESIS

<b>VILNIUS UNIVERSITY</b>	<b>14 B</b>
<b>KAUNAS FACULTY</b>	<b>14 B</b>
	Space 30pt
INSTITUTE OF SOCIAL SCIENCES AND APPLIED INFORMATICS	14
	Space 60pt
International Business Management study programme Code 6211LX019	12 12
	Space 66 pt
NAME SURNAME	12
	Space 54pt
MASTER'S THESIS	12
	Space 54pt
<b>TITLE OF THE MASTER'S THESIS</b>	<b>14 B</b>
	Space 270pt
Kaunas 2019	12

## Appendix 1 (continued)

## EXAMPLE OF THE SECOND TITLE PAGE OF THE MASTER'S THESIS

<b>VILNIUS UNIVERSITY</b>	<b>14 B</b>
<b>KAUNAS FACULTY</b>	<b>14 B</b>
	Space 30pt
INSTITUTE OF SOCIAL SCIENCES AND APPLIED INFORMATICS	14
	Space 108pt
NAME SURNAME	12
	Space 36 pt
MASTER'S THESIS	12
	Space 78pt
<b>TITLE OF THE MASTER'S THESIS</b>	<b>14 B</b>
	Space 96 pt
Scientific advisor _____ (signature)	10
	10
Master's student _____ (signature)	10
	10
_____	10
(pedagogical and scientific degrees, name and surname)	10
Handing-in date _____	10
	10
Registration No _____	10
	10
	Space 160pt
Kaunas 2019	12

## APPENDIX 2

### EXAMPLES OF LISTS OF ABBREVIATIONS, TABLES, AND FIGURES

#### LIST OF ABBREVIATIONS

IHRM – International human resource management  
IT – Information technologies

#### LIST OF TABLES

Table 1. Structure of the Master's thesis .....	5
Table 2. Structure of the expatriation process .....	6

#### LIST OF FIGURES

Figure 1. Research process .....	12
Figure 2. Example of a slide .....	29

Appendix 3  
EXAMPLE OF CONTENT STRUCTURE

CONTENT

<b>LIST OF ABBREVIATIONS</b> .....	4
<b>LIST OF FIGURES</b> .....	5
<b>LIST OF TABLES</b> .....	6
<b>INTRODUCTION</b> .....	7
<b>1. THEORETICAL CHAPTER</b> .....	11
1.1. Subchapter title .....	11
1.2. Subchapter title .....	20
1.3. Subchapter title .....	27
<b>2. ANALYTICAL CHAPTER</b> .....	30
2.1. Subchapter title .....	30
2.2. Subchapter title .....	38
<b>3. RESULTS CHAPTER</b> .....	45
3.1. Research methods.....	45
3.2. Research data analysis and discussion of the results .....	48
3.3. Evaluation of research results .....	55
<b>CONCLUSIONS</b> .....	60
<b>RECOMMENDATIONS</b> .....	61
<b>SUMMARY (in Lithuanian language)</b> .....	62
<b>REFERENCES</b> .....	63
<b>APPENDIXES</b> .....	70

## Appendix 4

### REQUIREMENTS FOR INTERMEDIATE ASSESSMENTS OF MASTER'S THESIS

#### **1<sup>st</sup> year, 1<sup>st</sup> semester** (in the framework of the subject *Methodology of Scientific Research (MSR)*)

1. Creation of the preliminary topic.
2. Preparation of the preliminary content.
3. Partial preparation of the introduction of the thesis:
  - the relevance of the topic;
  - the problem investigation level;
  - the essence of the problem;
  - the object, aim, and objectives of the thesis.
4. Analysis of not less than 30 literary sources in a free format. Explanation: analysis of 30 literary sources in a free format means that they should be analysed and a consistent and coherent text should be provided with an introductory sentence, scientific discussion/ comparison of authors' opinions, selection of similarities and differences, or their opposition, intermediate conclusions/generalisation, etc.; at the end, the general conclusion/generalisation of the whole scientific literature is presented. Chapters and subchapters do not need to be formed but, if it is clearer for you, you can formulate them.

#### *Assessment:*

- The report of the Master's thesis is prepared during the whole semester, by consulting the scientific advisor and lecturer of the MSR subject. At the end of the semester, the MSR report is provided for the assessment.

#### **1<sup>st</sup> year, 2<sup>nd</sup> semester**

1. The specification of the topic of the thesis and corrections as well as supplementation of the introduction with the residual structural parts.
2. Preparation of the theoretical part of the thesis:
  - working definitions are formed;
  - theories and conceptions on the analysed topic are selected and analysed; based on them the analysis will be developed in the analytical part of the thesis;
  - a theoretical model is formed.
3. Supplementation of the list of references (not less than 40).

#### *Assessment:*

- The report of the Master's thesis is prepared during the whole semester, by consulting the scientific advisor. At the end of the semester, the assessment is made by the qualification commission, after public presentation and defence of a fully prepared report, evaluated by the scientific advisor.

## Appendix 4 (continued)

### 2<sup>nd</sup> year, 3<sup>rd</sup> semester

1. Specification and corrections of the topic of the thesis.
2. Supplementation and corrections of the theoretical part of the thesis.
3. Preparation of the analytical part of the thesis:
  - scientific works and researches conducted in Lithuania and abroad as well as their results are analysed;
  - the model of the research is formed, hypotheses are raised based on which the research will be carried out in the part of the results (research).
4. Supplementation of the list of references (not less than 50 sources).

#### *Assessment:*

- The report of the Master's thesis is prepared during the whole semester, by consulting the scientific advisor. At the end of the semester, the assessment is made by the qualification commission, after public presentation and defence of a fully prepared report, evaluated by the scientific advisor.

### 2<sup>nd</sup> year, 4<sup>th</sup> semester

1. Specification of the topic of the thesis and corrections of the introduction.
2. Supplementation and corrections of the theoretical and analytical parts of the thesis.
3. Preparation of results of the thesis:
  - the research methodology is presented (the aim of the research, objectives of the research, scope of the research, organisation of the research);
  - research results explaining the confirmation or rejection of hypotheses are presented;
  - research results are analysed, interpreted, assessed while comparing them to results and insights of research of other authors.
4. Preparation of conclusions and recommendations.
5. Preparation of the summary.
6. Supplementation of the references.
7. Presentation of the Master's thesis in accordance with the methodical requirements.

#### *Assessment:*

- The thesis is defended in front of the qualification commission to attain a master's degree.



## Appendix 5 TABLES

A table is presented in this manner:

Table N

<b>Title of the table</b>	
Title of the column	Title of the column

Source:

### 1. Table on one page

- If the table is taken from a specific source, it is presented in this manner:

Table 1

#### **The roles of managers and subordinates in the different types of organisations**

<b>The roles of managers and subordinates</b>
Manager makes decisions and announces or “sells” it.
Manager presents ideas and invites questions.
Manager presents a tentative decision subject to change.
Manager presents a problem, gets suggestions, makes a decision.
Manager defines limits; asks the group to make decisions.
Manager permits subordinates to function within limits defined by the superior.
Manager allows situational leadership to occur based upon which node of the network is best equipped to solve the problem.

Source: Turban, E., McLean, E., & Wetherbe, J. (2002). *Information technology for management: transforming business in the digital economy*, p. 25.

- If the table is created by the author, it is presented in this manner:

Table 1

#### **Networked versus hierarchical organisation**

<b>Classical/Hierarchical organisation</b>	<b>Networked organisation</b>
Formal	Informal
Direct	Empower

Source: created by the author.

- If the table is created by the author according to a specific source, it is presented in this manner:

Table 1

#### **Networked versus hierarchical organisation**

<b>Classical/Hierarchical organisation</b>	<b>Networked organisation</b>
Formal	Informal
Direct	Empower
Risk avoidance	Risk management

Source: Turban, E., McLean, E., & Wetherbe, J. (2002). *Information technology for management: transforming business in the digital economy*, p. 35.

Appendix 5 (continued)  
TABLES

*2. Table occupies more than one page*

*In page 1, the table is presented in this manner:*

Table 1

The roles of managers and subordinates in the different types of organisations

<b>The roles of managers and subordinates</b>
Manager makes decisions and announces or “sells” it.
Manager presents ideas and invites questions.
Manager presents a tentative decision subject to change.

*In page 2, the table is continued and presented in this manner:*

Table 1 (continued)

<b>The roles of managers and subordinates</b>
Manager presents problem, gets suggestions, makes a decision.
Manager defines limits; asks the group to make decisions.
Manager permits subordinates to function within limits defined by the superior.
Manager allows situational leadership to occur based upon which node of the network is best equipped to solve the problem.

Source: Turban, E., McLean, E., & Wetherbe, J. (2002). *Information technology for management: transforming business in the digital economy*, p. 25.

Appendix 6  
FIGURES

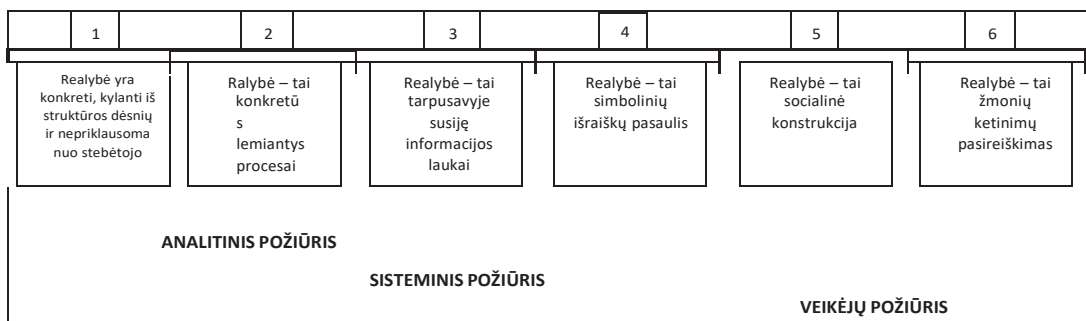
A figure is presented in this manner:



Source:

**Figure N. Title of the figure**

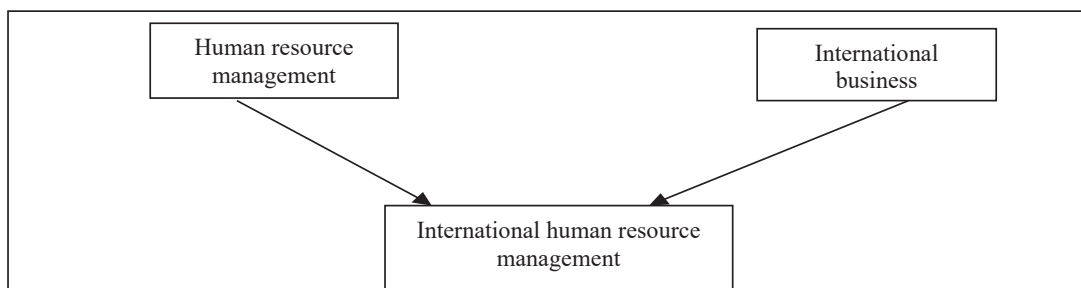
• If the figure is taken from a specific source, it is presented in this manner:



Source: Arbnor, I., & Bjerke, B. (1996). *Methodology for Creating Business Knowledge*, p. 30.

**Figure 1. Methodology and paradigmatic position**

• If the figure is created by the author, it is presented in this manner:

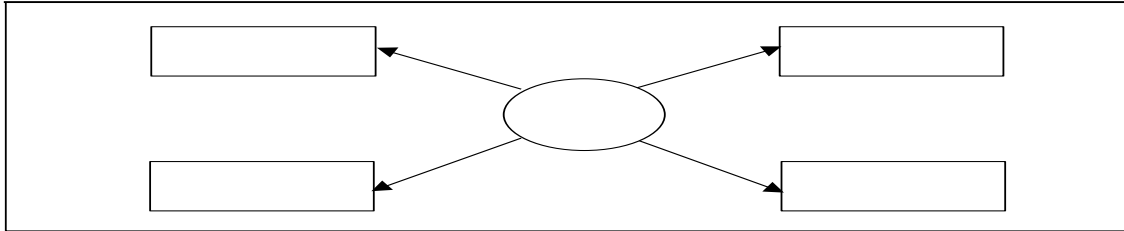


Source: created by the author.

**Figure 1. Structure of international human resource management**

## Appendix 6 (continued)

- *If the figure is created by the author based on a specific source, it is presented in this manner:*



Source: created by the author in accordance with Surname 1, N., & Surname 2, N. (2019). *Source name*, p. 30.

**Figure 1. Structure**

## Appendix 7

## EXAMPLE OF THE HEADLINE OF THE SUMMARY (IN LITHUANIAN)

Surname, Name (2019). *Master's Thesis Title in Lithuanian Language*. Magistro baigiamasis darbas. Kaunas: Vilniaus universitetas Kauno fakultetas, 68 p.

**S A N T R A U K A**

Text of the summary in Lithuanian language.

**I. Šarkiūnaitė, D. Štreimikienė, A. Mikalauskienė, E. Jasinskas,  
I. Šikšnelytė-Butkienė, S. Masteika, R. Čiegis**

Preparation of Master's Thesis. Methodical Guidelines. For students of International Business Management (6211LX019) study programme of the Institute of Social Sciences and Applied Informatics. – Vilnius: Vilnius University Press, 2021. – 50 p.

ISBN 978-609-07-0607-7 (digital PDF)

These methodological guidelines are prepared for final year students of International Business Management Programme at Kaunas Faculty of Vilnius University. The aim of the methodological guidelines is to acquaint master students with methodological requirements for the preparation of final master's degree thesis.

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*Proofreading* Neringa Kaluinienė

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Vilnius University Press

Saulėtekio al. 9, LT-10222 Vilnius

info@leidykla.vu.lt, www.leidykla.vu.lt

bookshop.vu.lt; journals.vu.lt

2,65 autor's sheet.