



THE GENERAL JONAS ŽEMAITIS
MILITARY ACADEMY OF LITHUANIA

DESCRIPTION OF THE PROCEDURES
FOR PREPARATION, DEFENSE, ASSESSMENT
AND PRESERVATION OF FINAL RESEARCH
PAPERS AND ACADEMIC WRITING

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Vilnius, 2015

UDK 378.6:378.1(474.5)(072)
De343

The Description of the Procedures for Preparation, Defense, Assessment and Preservation of Final Research Papers and Academic Writing is approved by the Order No. V-567 of 7 October 2014 of the Commandant of The General Jonas Žemaitis Military Academy of Lithuania.

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ISBN 978-609-8074-40-6

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APPROVED
by Order No. of 2014
of the Commandant of
the General Jonas Žemaitis
Military Academy of Lithuania

I. GENERAL PROVISIONS

1. The description of the procedures for preparation, defense, assessment and preservation of final research papers (theses) and academic writing (hereinafter referred to as the Description of the Procedures) of the General Jonas Žemaitis Military Academy of Lithuania (hereinafter referred to as the Academy) defines general requirements for preparation, defense and assessment of final research papers and academic writing in all study modes, the Academy's first and second cycles, integrated studies as well as military preparation programmes and regulates the order of organization of their preservation.

2. The aim of this Description of the Procedures shall be to unify the form and content requirements raised in the Academy for all final research papers and academic writing under preparation. Methodological guidelines prepared by departments establish more comprehensive requirements acting in compliance with the afore-mentioned Description of the Procedures.

3. The director of the Institute of University Studies and heads of departments shall control the implementation of the Description of the Procedures.

II. ACADEMIC WRITING AND FINAL RESEARCH PAPERS, THEIR SUBMISSION AND PRESERVATION

4. Cadets, students and auditors (thereinafter referred to as the Students) in the Academy during their studies prepare independent and group-related written papers, formulate accounts of laboratory work and practice,

write academic essays, research papers, term papers, bachelor's and master's theses.

5. An **academic essay** is a defined piece of writing which has a clear structure. The aim of an academic essay is to accustom the Students to scientific thinking and argumentation. An essay is not an empirical type of writing; however, scientific methods and concepts are used when referring to literature and/or data. An academic essay must focus on what is analysed, but not on what is described or ascertained; it is also referred to scientific literature (not experience) when general notions, assumptions and theories for specific material (not conversely) are used.

6. An **independent writing assignment** can be set up for the Students in consideration of the aims prescribed in the subject studied. The aim of such type of writing is to incentivise the Students to independently make decisions, develop and prove their standpoints. The length of an independent writing assignment is determined by the subject teacher.

7. A **research paper** is a type of writing the essence of which is established by the development of concepts or attitudes prevailing in scientific literature. It aims to investigate and more comprehensively examine separate themes of the subject, to cultivate appropriate abilities in analysing scientific literature, to develop analytical and cognitive skills of dealing with scientific issues, as well as to enhance logical reasoning. Writing a research paper helps one learn the scientific language, acquire a scientific style of language, develop the ability to format (describe, compare, systemise, interpret, quote right) a scientific text and compose a reference list.

The length of a research paper is about fifteen pages, unless otherwise is indicated by the subject teacher.

8. An **account of laboratory work** is a type of written work in which data and findings of the performed research, as well as theory, method, procedure (process) and equipment (means) are presented to carry out this work. From a practical point of view, an account of laboratory work is the description according to which the reader can independently conduct research and be satisfied with its results. The length of an account of laboratory work is from three to eight pages.

9. A **practice account** is a type of written work whose main components

are: the aims and tasks¹ set for practical training, a description of the place of practical training, the competences acquired during practical training, personal experience, generalisation and conclusions.

A practice account is from ten to twenty pages, excluding appendices. The Department preserves it until the author completes the corresponding study cycle.

10. A **term paper** is a type of written work (from 30000 up to 40000 printed characters) which meets the requirements for scientific works of analytical nature. It enables one to expand and deepen his/her knowledge of the subject, as well as to develop the research skills. A term paper is presented to a research supervisor within the given time. The Department preserves it until the author completes the corresponding study cycle.

11. A **bachelor's thesis** is a final research paper of general university studies which conforms to the requirements for scientific works of analytical nature. It aims to evaluate the Students' analytical skills to assess other researchers' works of the corresponding field, to successfully conduct research of the corresponding study field, and to clearly and reasonably formulate conclusions of the research. The length of a bachelor's thesis is from 70000 to 80000 printed characters (up to fifty pages).

12. A **master's thesis** is a final research paper of the second study cycle which meets the requirements for scientific works of analytical nature and wherein Master's Students uncover their research skills. They must be able not only to analyse the selected topic, to evaluate other researchers' works of the corresponding field, to plan and competently perform research of the corresponding study field, to explicitly and reasonably formulate conclusions of the research but also to deal with research problems of both theoretical and practical nature. The length of a master's thesis is from 100000 to 120000 printed characters (up to seventy pages).

13. Practice of collective written work. This Description of the Procedures provides for the possibility of collective written work. The aim of

¹ The practical training plan for a cadet's practical training is composed wherein the following are indicated:

- the cadet's first name, last name, the place of practice and its supervisor;
- the length of practical training, credits and hours;
- the tasks and objectives of practical training.

The practical training plan is signed by the supervisor. It is an integral part of a practice account – its appendices.

such work is to collectively extricate a general yet complicated or comprehensive scientific and/or project-related problem whose solution apparently exceeds the student's time limit and physical capabilities. Small groups are formed for such type of written work, usually from two to three Students, no more than five.

It is not recommended in the Academy to foresee collective research works or final research papers. In special motivated cases upon the decision of the Department one theme of a research work or thesis can be assigned to two Students in a parallel manner, thus realising the idea of a parallel independent research and planning.

The length of collective study work shall be one and a half or two times more than the afore-mentioned recommended length of independent writing assignments.

14. A digital version of the prepared final work is submitted in fixed electronic file format in accordance with the Academy's provisions of the electronic document information system of theses, doctoral dissertations and their summaries. Works are preserved in departments in compliance with the Academy's commandant's approved plan of paperwork of the corresponding year under the provisions of the Law on Documents and Archives of the Republic of Lithuania.

III. STRUCTURE OF A FINAL RESEARCH PAPER AND ACADEMIC WRITING

15. Compulsory parts of written work shall be these:

15.1. title pages (for a thesis there are two title pages, for other type of written work – one);

15.2. the declaration of conformity and integrity (in theses);

15.3. a summary in the Lithuanian language (in theses);

15.4. a summary in the English language (in theses);

15.5. a preface (if necessary), i.e. acknowledgements, dedications, etc.);

15.6. contents;

15.7. introduction;

15.8. a theoretical part (named according to the work's theme);

15.9. a research part (named according to the work's theme);

- 15.10. conclusions;
- 15.11. recommendations (if there are such);
- 15.12. references;
- 15.13. appendices.

Other parts of written work may vary depending on its type and study programme.

16. A **title page** indicates the Academy, the Department wherein a paper has been prepared, the name of a study programme, the type of a scientific paper and its title, first names of the author and his/her thesis advisor, the place and years of writing a paper (Appendices 1–7).

17. **The declaration of conformity and integrity** is dedicated to controlling independence of written work and its submission to the Department. When submitting a paper, it must include the student's and his thesis advisor's signatures (Appendix 8).

18. **Summaries.** Summaries, written in the Lithuanian language and separately in the English language, provide a brief overview of a research problem, its methods / methodics and significant findings. They should comprise no less than 2000 printed characters. The author of written work, its title and a thesis advisor are indicated at the beginning of summaries. A research paper excludes summaries (Appendix 9).

19. **Contents.** It is the list of parts of written work, its titles and appendices with reference to their pages. When the main parts of written work are divided into smaller ones and named, it is indispensable to mark them in the contents (Appendix 10).

20. **Introduction.** It embraces the motives of selecting the theme of written work, indicates its overall context, topicality, novelty, research problem, subject of research, aim(s), tasks, hypotheses, methods of research, practical applicability, and presents a short review of publications and references. Introduction may start in a preface.

21. A **theoretical part** discusses and analyses a research problem, presents aims and hypotheses (if formulated), states theses and arguments. A research problem must be put forward in investigating studies conducted by other authors specializing in that domain, defining the key notions and revealing the aims of research in an argumentative manner. It is a purposeful analysis of scientific literature on a certain theme which helps the author of written work formulate aims and hypotheses, develop theses and argu-

ments.

22. A **research part** is an indispensable part of empirical research. Its aim is to explicitly substantiate and comprehensively describe the process of scientific investigations and the applied research methods. This part presents, discusses and ascertains the findings of the research conducted. Research data is examined in detail: its essence is analysed and interpreted.

23. **Conclusions.** These are short and generalised findings of the research which are not evident before carrying out this scientific research. Every conclusion must be grounded in the main text of written work, emerge from the performed analysis and research and be connected with the aim, tasks and hypotheses of a scientific paper. Conclusions should not be too concrete iterating the obtained findings or appealing to concrete indicators; also, they should not be very abstract, that is, deviate from the conducted research.

24. **Recommendations.** Concrete recommendations are provided for a specific organization, researchers or other subjects to develop future research projects, practical activities.

25. **References.** All the published references mentioned in a scientific paper must be incorporated into a reference list. It includes the authors who have been mentioned in text. The reference list is presented in alphabetic order (according to the author's first name) in conformity with the requirements of APA citation style (www.apastyle.org). The essential entry elements are the following: the author's last name, first name or initials of the first name, a preface, the data of a scholarly reviewed publication, the place and year of publication and page numbers; when including an article from a collection of scientific papers or from periodicals, the following are indicated: title, volume, number and pages.

For example:

References to books and other periodical articles

- Dubauskas, G. (2011). *Finansų valdymo teorijos*. Vilnius: LKA.
- Surgailis, G. (2013). *Trečiasis pėstininkų Didžiojo Lietuvos kunigaikščio Vytauto pulkas*. Vilnius: LKA.
- Military academy of Lithuania. (2003). *Handbook of military symbols: APP-6(A)*. Vilnius: Military Academy of Lithuania.

References to the publications in collective monographs and other non-periodical articles

- Smolinski, A. (2008). Lenkijos kariuomenės „Lietuviškasis“ ulonų pulkas 1918–1939 m. (G. Surgailis, Red.) *Karo archyvas* (XXIII), p. 246–262.
- Ajzen, I., & Fishbein, M. (2005). The Influence of Attitudes on Behavior. (D. B. Albarracin, & M. Zanna, Red.) *The handbook of Attitudes*, p. 456–500.

References to the publications in periodical articles

- Janeliūnas, T. (2012). Lietuvos pirmininkavimo Europos saugumo ir bendradarbiavimo organizacijai dilemos ir pamokos. *Lietuvos metinė strateginė apžvalga 2011–2012*, 10, p. 61–88.
- Dudzevičiūtė, G., Tvaronavičienė, M. (2011). Measurement Framework of Innovation Activity: Theoretical Approaches' Analysis. *Journal of Security and Sustainability Issues*, 01 (1), p. 63–75.

References to the qualifying research paper

- Onaitytė, O. (2012). *Pilietiškumo ugdymas mokykloje. Magistro darbas*. Kaunas: Kauno technologijos universitetas.

References to archival (manuscript) documents

- Karo komisijos įsakymai kariuomenei (1788–1798). *Lietuvos valstybinis istorijos archyvas. Senieji aktai, Byla Nr. 4154*.

References to legal acts

- Lietuvos kultūros paveldo skaitmeninimo koncepcija: Lietuvos Respublikos Vyriausybės 2005 m. rugpjūčio 25 d. nutarimas Nr. 933. (2005). *Valstybės žinios* (Nr. 105-3877).

References to patent documents

- Buteliauskas, S. (2012). *Patent No. EP 1 778 918 B1*. European Union.

The procedure for submitting a description of electronic documents.

Using electronic sources of scientific literature, books in electronic space are indicated as printed ones.

If there is a source of electronic documents, a database or other storage wherein the publication is presented in full volume, after a common reference to the publication the date of the reviewed source and the address of a website are indicated. If a source of electronic documents is interactive, that is, liable to change, for instance, the websites of institutions and organizations are constantly being updated, the source is referred to as interactive. If the source has a digital ID (DOI – *digital object identifier*, <http://doi.org/>),

it has to be written at the end of the reference.

For example:

- Gaigalas, A. (2011). *Pilietiš kūmo sampratos raida Lietuvoje*. [žiūrėta 2013-04-17]. Prieiga per internetą: www.elpilietis.edu/straipsniai.
- Švietimo ir mokslo ministerija. (2000). *Piliietinis ugdymas mokykloje: problemos*. [žiūrėta 2013-04-17]. Prieiga per internetą: www.piliietinis-ugdymas.smm.lt/problemos.html.
- Lietuvos statistikos departamentas. (2013). *Gyventojų sudėtis [Interaktyvus]*. [žiūrėta 2013-12-27]. Prieiga per internetą: <http://osp.stat.gov.lt/temines-lenteles19>
- Muldoon, K., Towse, J., Simms, V., Perra, O., & Menzies, V. (2012). A longitudinal analysis of estimation, counting skills, and mathematical ability across the first school year. *Developmental Psychology*. Advance online publication. doi:10.1037/a0028240

26. **Appendices.** This part of a scientific paper embraces concrete examples (researchers are faced with tasks, questionnaires, etc.) of more complicated research methodologies, the answers of those who have been under research, the data of a more elaborate statistical analysis and other supplementary material.

IV. GENERAL REQUIREMENTS FOR TEXT

27. **Text formatting and segmentation.** A scientific paper must be written in the correct Lithuanian language. Scientific terms, last names of authors and titles are written in accordance with the resolutions of the State Commission of the Lithuanian Language. If necessary, alongside the Lithuanian terms the equivalents in a foreign language can be indicated in parentheses.

A text should use **Times New Roman** font in 12pt and be written on white A4 paper with 1.5 line spacing. The title page should include the author's last name and the full title of the paper which is written using **Times New Roman** 14-point font; the title is written in bold (Appendix 12).

A text appearing within the page has empty spaces swathing the top – 20 mm, bottom – 20 mm, left – 30 mm and right – 10 mm edges of the paper. The Lithuanian inverted commas are used (,, ... “). In text, separate words can be written in bold.

There is no extra space between paragraphs. The first line of the paragraph is additionally indented to 1.5 cm from the edge of a page. Both edges of paragraphs are aligned.

Page numbering continues consistently, starting from a title page (the title page has no page number) and ending up with appendices. A page number is written at the bottom of the text in the centre of blank space in Arabic numerals, neither adding a dot nor dashes.

The text in the main part of written work is separated into chapters and subchapters, or if necessary, into subsections. These text parts are labelled in Arabic numerals (new numbers from the right are ascribed to the smaller ones), for example: 1.1., 1.2., 1.2.1., 1.2.2. (Appendix 11).

Every part and chapter of a scientific work should start on a new page. The titles of chapters are numbered, not carried over, written in capitals and centred. After them the full stop is not written. The titles of subchapters and smaller parts are written in minuscule, except for the first one.

The titles of parts as well as words such as INTRODUCTION, CONTENTS, CONCLUSIONS, REFERENCES in a scientific paper are written in bold one line lower than a margin begins, whereas the titles of chapters and subchapters are separated from a text going before or after them by one line spacing.

If there are appendices, they are presented at the end of written work after the reference list. A blank sheet of paper with a horizontally and vertically centred title APPENDICES is inserted before them which is written in capitals in bold using 14-point font and included in the work's contents. Appendices are titled and printed on separate pages. Separate appendices are not incorporated into the contents.

Final research papers must be printed in high quality and bound and have an attached envelope for reviews and a USB mass-storage device.

28. Tables and figures. All tables, figures and appendices must have numbers and titles. Their numbering is separate. When numbering, one should write: Table 1, Figure 3, Appendix 4, etc (see Appendix 11).

The capitalized table caption is written in bold above the table in the middle of the page, using 11-point font in minuscule. Numbering is included in the title. If there is only one table in text, numbering is still used. The text in tables is presented in 10-point font. A capital letter is used to start a text in all table lines. The numbers in the table columns are distrib-

uted such that groups of numbers in the whole column could go exactly one after another. Measurement units are enclosed by brackets in the captions for table columns.

Figure captions and numbers beginning with a capital letter are written in bold below the figure in the middle of the page, using 11-point font in minuscule.

In case there is not enough space for a table to be fitted on one page, the reduced table is inserted into text, while the entire table is presented in appendices.

Using other authors' tables and (or) figures, it is indispensable to indicate their authors and sources. The source is presented below the table / figure; if the table is composed of several sources, all sources are indicated.

It is possible to make one line spacing before and below the table / figure if the text of adjacent paragraphs is too close.

29. Citations and references. The sources of information in written work are cited to avoid plagiarism (a legal aim) and demonstrate that the author has familiarised with the topic under investigation (the aim of academic study), and that it is much easier to find the primary sources of information (a practical aim).

Plagiarism is “the appropriation of another author’s ideas, thoughts or expressions”. Plagiarism embraces literary theft (when copying) of another person’s words or ideas and the representation of them as one’s own original work without referring to the source”². In a broad sense, plagiarism is understood such that it is described in the study of possibilities for plagiarism detection of ETD documents.

APA citation style (<http://www.apastyle.org/>) is used at the Lithuanian Military Academy. When mentioning the author in text, the author’s last name is indicated in brackets in his native language (excluding the languages using non-Latin characters), the year and page of the publication wherein he has presented certain issues. For instance, citing another author’s thoughts is marked by inverted commas and the source is indicated.

For example:

Jonikas (1999, p. 145) points out that “you must not generalise data un-

² Nevinskaitė, L. et al. (2008). The study of possibilities for plagiarism detection of ETD documents. http://biblioteka.su.lt/wp-content/uploads/ETD_dokumentu_plagijavimo_patikros_galimybui_studija.pdf

less you conduct representative research”.

The field of scientific investigations being confined to the national level has recently been criticized a lot (Jonikas, 1999, p. 196).

Citing or indicating non-primary sources, one should primarily refer to the author of the work and then to its second author from whose publication the citation is introduced, for example (Freud, cit., according to Yallom, 2004, p. 34).

When there are three or more authors, in providing a reference only the first author’s name is indicated and added “et al.”, for example (Murauskas et al., 2003, p. 72), (Mielle et al., 2001, p. 28).

If the author’s source is an organisation or a source excluding the author, in providing a reference only the name and year of the organisation or the source are mentioned, for example (NATO’s glossary, 2011, p. 46).

In particular cases, when a source of information has no written form or is not published, e.g. a recording or conspectus of a scientific conference, the reference to such source of information can be written by using a numbered footnote at the bottom of the page.

V. ASSESSMENT OF FINAL RESEARCH PAPERS AND ACADEMIC WRITING

30. Final research papers and academic writing are assessed under the guidance of the Academy’s Students’ assessment system in accordance with the following criteria:

30.1. the subject of a research paper, aims and tasks, hypotheses (if formulated), research methods – clarity, relevance or feasibility of an object, a research problem, aims and tasks, research questions, hypotheses and variables, congruency between research problems, novelty and topicality of a research paper;

30.2. an educational / theoretical part deals with congruency of research, its analytical elaboration, an extensive list of scientific literature, the use of the most recent literature, an immense amount and refinement of empirical data, substantiation of thesis statements, lucidity and validity of research findings;

30.3. a practical / analytical part focuses on how the selected research

methods conform to the aims of written work, a variety of the applied methods, elaboration of data analysis, substantiation / disapproval of hypotheses (if formulated), sufficiency of literature being analysed to validate the solution to a research problem;

30.4. conclusions and recommendations are clarity of conclusions, their compliance with the findings of the research, evaluation of written work's theoretical and (or) practical significance, explicitness and relevance of approaches and recommendations (if formulated), presentation of further research perspectives;

30.5. the thesis defense has to do with the Students' abilities to briefly describe the essence of written work, to put forward a research problem, object, aim and tasks, to present research methods and clarify its findings, to answer questions and remarks, as well as to provide approaches and recommendations;

30.6. complying with the requirements for form is associated with relevance of the length of written work, conformity to the requirements set for the structure of written work, sustainability of structural parts and correspondence of their titles to the text written, an efficient use of tables and figures, presentation of questionnaires and statistical data, the use of scientific language and language correctness.

31. The description of assessment:

31.1. excellent (10) – an original, distinctive scientific investigation having neither subject nor form drawbacks;

31.2. very good (9) – an original scientific investigation with the drawbacks of form only (proof, bibliography formatting);

31.3. good (8) – an analytical research work which has some minor subject and form related drawbacks;

31.4. highly satisfactory (7) – a research work lacking a more comprehensive analysis wherein there are minor subject and form related drawbacks;

31.5. satisfactory (6) – a research work lacking analysis wherein there are major subject and form related drawbacks;

31.6. sufficient (5) – a research work which has the essential subject and form related drawbacks, but still satisfies minimum requirements;

31.7. insufficient (4) – a research work which does not satisfy minimum qualification requirements.

32. A research work which is not prepared on time or prepared irrelevantly is neither accepted nor assessed.

VI. INDEPENDENCE OF FINAL RESEARCH PAPERS AND ACADEMIC WRITING

33. Both final research papers and academic writing are prepared autonomously. Having found out that an academic piece of writing or a thesis has not been prepared independently, a work is not assessed and the commandant of the Academy is informed about this fact in writing who will decide upon the expulsion of the student from the Academy.

34. An academic work is considered independent if:

34.1. it conforms to the established requirements on page 29;

34.2. the authors' interests and intellectual rights are not violated in written work;

34.3. the whole work or part of it has not been encountered within another course in the Academy or other education institutions;

34.4. it does not include the cases of plagiarism by computer-assisted, electronic or other means which are evaluated by the commission of the Institute of University Studies, established to consider an instance of literary theft. Its conclusions are final and no appeal shall lie from them.

VII. SELECTION OF THE THEME FOR A FINAL RESEARCH PAPER

35. The themes for bachelor's theses of the first cycle of regular studies are proposed by departments in the fifth semester of the third year of studies, and as for extended studies – in the sixth semester of the third year of studies. Departments provide themes for master's theses of the second cycle of studies in the first semester of the first year of all study forms.

36. Together with thesis advisors both an individual student and a group of the Students (no more than two) may select a theme of written work from the list submitted by the Department.

37. The student may himself reasonably propose a theme and a thesis advisor to the Department.

38. The paper's theme can be changed only with the consent of the Head of Department.

39. The selected and coordinated themes for final research papers of the first cycle of regular studies are approved by Order of the Commandant of the Academy until the end of the fifth semester of the third year of studies, and as for extended studies – until the end of the sixth semester of the third year of studies.

VIII. PREPARATION FOR A FINAL RESEARCH PAPER

40. The student or a group of the Students prepare a thesis independently in conformity with the approved methodological guidelines:

40.1. make a thesis plan, create a schedule for its completion and follow it;

40.2. systematically accumulate and examine scientific literature and sources;

40.3. constantly consult a thesis advisor and regularly inform him about the process of writing a paper and emerging challenges;

40.4. submit in parts and the whole project text as well as the thesis plan to a thesis advisor and take account of his remarks and recommendations;

40.5. with the consent of a thesis advisor submit a fully prepared thesis both to the Department for registration and to a reviewer within the given time.

41. An educational specialist or researcher with a degree is appointed as a thesis advisor (it can be a person holding a master's degree or higher). A thesis advisor:

41.1. advises the student on scientific literature, searching for information, methods and methodology, helps to resolve research problems;

41.2. systematically guides the process of writing a thesis, according to its outlined plan and implementation schedule;

41.3. reviews the thesis project, passes remarks and recommendations for its improvement;

41.4. proposes to permit (permits) / forbids the thesis defense at the Department;

- 41.5. participates in the public thesis defense and scientific discussion;
- 41.6. The department wherein a final research paper is prepared permits or forbids the public thesis defense by referring to the following:
 - 41.6.1. general and subject-related requirements for written work;
 - 41.6.2. language correctness;
 - 41.6.3. compliance with the norms of academic ethics;
 - 41.6.4. the results of the thesis defense at the Department.

IX. PREPARATION FOR THE DEFENSE OF A FINAL RESEARCH PAPER

43. The Students are permitted to defend their theses if they have completed the whole programme of studies. It is permitted to defend a thesis under Order of the Commandant of the Academy.

44. Theses are defended within the time stated in the Academy's study schedule.

45. A thesis can be defended only with the consent of a thesis advisor. He must inform the student about his decision (proposal) to permit or forbid the thesis defense no later than one week before the first meeting of the Thesis Committee.

46. If a thesis advisor does not approve of the fact that a thesis has been prepared properly and can be defended, the student has the right to address the Thesis Committee with a request to allow him to defend a final research work by stating the motives in writing. The student must submit a request to defend a thesis to the director of the Institute of University Studies no later than until the first meeting of the Committee. A requester's arguments and final research work are considered by the Thesis Committee which decides whether or not the student is permitted to defend a thesis. If he is allowed to defend it, a reviewer is appointed.

47. The Thesis Committee is composed under (in consideration of) the regulations of study programmes approved by the Minister of Education and Science and (or) implementation descriptions, and is approved by Order of the Minister of National Defence.

48. The Head of Department appoints a reviewer to whom the student's thesis is handed. To review theses, it is recommended to invite social part-

ners and workers from other subdivisions (institutions).

49. A reviewer presents his recommendations and report on a scientific paper in writing to the Department or the Thesis Committee no later than two days before the thesis defense.

50. Before submitting his thesis for defense, the student signs the declaration of integrity (Appendix 8), confirming that a thesis is prepared independently without violating other authors' intellectual property rights, and attaches it to a final research paper. Having detected the cases of plagiarism which have been ascertained by a thesis advisor along with the Head of Department, the Head of Department informs the commandant of the Academy about the afore-mentioned cases in written form. The Academy's commandant decides upon the expulsion of the student from the Academy.

X. THE DEFENSE OF A FINAL RESEARCH WORK

51. The thesis defense is public and takes place in the meeting of the Committee set by Order of the Minister of National Defence.

52. On the day of defense the Department submits a final research paper, an advisor's written consent to defend a thesis and a reviewer's report to the Thesis Committee.

53. Upon the decision of the commandant of the Academy, a final research paper whose results shall not be publicised can be defended in a closed meeting of the Committee. Then part of the meeting is announced by the Committee as closed.

54. During the thesis defense the author presents a brief overview of his final research paper by indicating the research problem, its object, aim, tasks, describes the research object, introduces research methods, ascertains the findings obtained, novelty and topicality of the methods applied during the research, presents the key conclusions and substantiates them, provides recommendations, and answers the questions asked by the members of the Committee, a reviewer and others.

55. After the student's presentation and his answers a reviewer (if he participates in the defense) familiarises the Committee with a review and a thesis advisor expresses his opinion about written work. If a thesis advisor

or a reviewer is unable to participate in the thesis defense meeting (due to the justified reasons), their reports are read by the Committee Secretary. The student answers the reviewer's and Committee members' questions.

56. Having determined the case of plagiarism during the thesis defense, the chairman of the Thesis Committee in writing informs the commandant of the Academy about this fact. The Academy's commandant decides upon the expulsion from the Academy.

57. The Thesis Committee acts under the regulations approved by the commandant of the Academy.

58. Having successfully defended a thesis, the Committee awards a degree and (or) qualification to the student as referred to in a study programme.

59. A report on the thesis defense is signed by all members of the Committee participating in the defense.

60. The decision of the Committee is final and no appeal shall lie against it.

61. The statement of the Committee is submitted to the Department of Studies no later than one business day after the thesis defense.

62. After the defense a thesis is returned to the Department wherein it is preserved in the manner prescribed.

63. The student who has not defended his thesis and failed to defend it is expelled from the Academy.

XI. CONCLUSIVE PROVISIONS

64. All other questions unforeseen in this Description of the Procedures shall be resolved by the Administration of the Academy.

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APPENDICES

- Appendix 1. Title page for an academic essay.
- Appendix 2. Title page for an independent writing assignment.
- Appendix 3. Title page for a research paper.
- Appendix 4. Title page for laboratory work.
- Appendix 5. Title page for a practice account.
- Appendix 6. Title page for a term paper.
- Appendix 7. Title page for a final research paper.
- Appendix 8. Declaration of integrity.
- Appendix 9. Summaries.
- Appendix 10. Contents.
- Appendix 11. The examples of presenting a thesis structure, its tables and figures.
- Appendix 12. Recommendations for the layout of written work.

Appendix 1. Title page for an academic essay

The General Jonas Žemaitis Military Academy of Lithuania
Department of Humanities

VARDENIS PAVARDENIS

FREEDOM IS SELF-DETERMINATION

Academic essay

Study programme: Management of Security and Defence Institutions

Study field: Public Administration

Lecturer
doc. dr. Vardžius Pavardutis

Vilnius, 2014

Appendix 2. Title page for an individual writing assignment

The General Jonas Žemaitis Military Academy of Lithuania
Department of Political Sciences

VARDENIS PAVARDENIS

THE CONCEPT OF SYMBOLIC POWER

Individual writing assignment
Study programme: International Relations
Study field: Political Sciences

Lecturer
doc. dr. Vardžius Pavardutis

Vilnius, 2014

Appendix 3. Title page for a research paper

The General Jonas Žemaitis Military Academy of Lithuania
Department of Management

VARDENIS PAVARDENIS

STRATEGIC PLANNING IN THE PUBLIC SECTOR

Research paper

Study programme: Personnel Management

Study field: Public Administration

Lecturer
doc. dr. Vardžius Pavardutis

Vilnius, 2014

Appendix 4. Title page for laboratory work

The General Jonas Žemaitis Military Academy of Lithuania
Department of Engineering Management

VARDENIS PAVARDENIS

SYNTHESIS OF SODIUM PICRATE
AND ITS QUALITY ASSESSMENT

Account of laboratory work
Study programme: Management of Modern Defence Technologies
Study field: Management

Research supervisor
doc. dr. Vardžius Pavardutis

Vilnius, 2014

Appendix 6. Title page for a term paper

The General Jonas Žemaitis Military Academy of Lithuania
Department of Engineering Management

VARDENIS PAVARDENIS

**THE ORGANISATION OF OCCUPATIONAL SAFETY
IN THE TRANSPORTATION OF DANGEROUS GOODS**

Term paper

Study programme: Transport and Logistics

Study field: Business

Research supervisor
doc. dr. Vardžius Pavardutis

Vilnius, 2014

Appendix 7. Title page for a final research paper



The General Jonas Žemaitis Military Academy of Lithuania
Department of Management

VARDENIS PAVARDENIS

**A COMPARATIVE ANALYSIS OF INTEGRATIVE
COMPETENCIES OF MANAGERS FROM
THE PERSPECTIVE OF SUSTAINABLE DEVELOPMENT**

Bachelor's thesis
Study programme: Personnel Management
Study field: Public Administration

Thesis advisor
doc. dr. Vardžius Pavardutis

Vilnius, 2014

Appendix 7. Title page for a final research paper

**The General Jonas Žemaitis Military Academy of Lithuania
Department of Management**

VARDENIS PAVARDENIS

**A COMPARATIVE ANALYSIS OF INTEGRATIVE
COMPETENCIES OF MANAGERS FROM THE
PERSPECTIVE OF SUSTAINABLE DEVELOPMENT**

Study programme: Personnel Management

Study field: Public Administration

Consultant

UAB „Kokia nors įmonė“, direktorius

Signature Vardenis Pavardžius

...May 2014

Thesis advisor

Signature doc. dr. Vardžius Pavardutis

...May 2014

Reviewer

Signature prof. dr. Vardis Pavardauskas

...May 2014

Thesis prepared by

414 būrio kariūnas

Signature Vardenis Pavardenis

...May 2014

Thesis accepted in digital form

Signature Vardenė Pavardenytė

...May 2014

Vilnius, 2014

Appendix 8. The declaration of conformity and integrity

The General Jonas Žemaitis Military Academy of Lithuania Department of Management

Vardenis Pavardenis

(Student's first and last name)

Personalo vadyba

(Study programme)

THE DECLARATION OF CONFORMITY AND INTEGRITY OF THE THESIS (PROJECT)

25 May 2014

(Date)

I hereby confirm that this prepared thesis (project) on the theme "A comparative analysis of integrative competencies of managers from the perspective of sustainable development", which was approved by Order of the Commandant of the Academy, No. _____ of _____, has been written independently and has never been submitted at the Military Academy of Lithuania or any other educational institutions for the conferral of a degree.

The material presented in this thesis (project) is not plagiarised. All the sources of information utilized in this thesis are cited and included in a list of references.

Other persons have not contributed to this final research work. I have not paid any sums of money to anyone for this paper.

Collecting and evaluating the material as well as preparing the thesis (project), I was consulted by researchers and specialists: _____

Research supervisor _____ Assoc. Prof. Vardžius Pavardutis
(Signature)

- Thesis is in partial fulfilment of the requirements and can be defended.
- Thesis cannot be defended. Reasons:

Thesis author _____
(Signature) (First name, last name, write in hand)

Appendix 9. Summary

Pavardenis, V. (2014). A comparative analysis of integrative competences of managers from the perspective of sustainable development / Final bachelor's thesis in Public administration. Supervisor Assoc. Prof. V. Pavardutis. Vilnius: Department of Management, The General Jonas Žemaitis Military Academy of Lithuania.

SUMMARY

The summary should include the description of the current relevance of the performed work, specify the problem it deals with, the object, the aim and the tasks of the research, the hypotheses (if they were formulated); methodology of the research (used methods and reasons of their selection); work results and interpretations; conclusions (most important evaluations, suggestions), accepted and rejected hypotheses (if there were any).

Keywords.

CONTENTS

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1. INTEGRATIVE COMPETENCIES OF MANAGERS AND SUSTAINABLE DEVELOPMENT

1.1. AN OVERVIEW OF INTEGRATIVE COMPETENCIES

It may appear that no one might take an interest in such clear topic as integrative competencies. However, a wide spectrum of reliable sources of literature demonstrates (Munjab & Montana, 1975) that <...>.

1.2. SUSTAINABLE DEVELOPMENT IN CONTEMPORARY SOCIETY

Several years ago mankind came to realise (Adams, 1979) that natural resources are not infinite, and therefore advised neighbouring countries to save more <...>.

1.2.1. The history of sustainable development

Sustainability is inextricably entwined with another concept of surplus population. As Figure 1 shows, over the last few decades in Lithuania there has existed a reverse <...>.

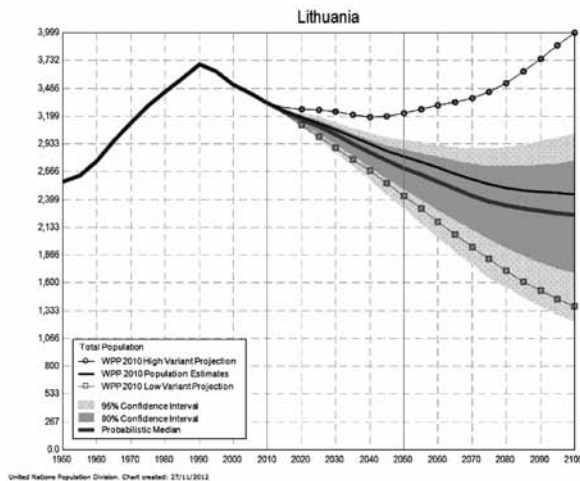


Figure 1: Total population in Lithuania (United Nations Population Division, 2012)

In the most favourable view, if over the coming fifty years the population in the largest cities in Asia <...>.

Appendix 11. The examples of presenting a thesis structure, its tables and figures

1.2.2. Sustainable development in Lithuania and abroad

When comparing the dissemination of the concept of sustainable development in different countries <...>.

2. A COMPARATIVE ANALYSIS OF INTEGRATIVE COMPETENCIES OF MANAGERS

2.1. METHODOLOGY OF THE SURVEY OF MANAGEMENT PRACTICES

The analysis of literature has demonstrated that there exists a wide range of integrative competencies of managers. Pursuing to ascertain the present situation in Lithuania, a scientific investigation has been carried out whose major parts <...>.

2.2. THE RESULTS OF THE SURVEY OF MANAGEMENT PRACTICES

This part presents the results of the research lasting for one and a half years. One hundred forty five managers of leading companies in Lithuania were interviewed <...>.

2.2.1. The distribution of the results of the survey according to countries

The conducted internship enabled the author of the research to compare the results in several countries. Table 1 briefly presents the results.

Table 1: Weighted results of the survey of managers in various countries

Country	Number of respondents	Weighted result
Lithuania	110	108,59
Latvia	50	218,60
China	36	98,4336

Referring to the error of the results of the performed research, one can state that <...>.

2.2.2. The dependency of the results of the survey on the season

On the contrary (Mainelli, 2011, p.2), the managers' answers (Appendix 1) do not show a direct correlation with a room temperature during an interview. This can be explained by their thick skin <...>.

2.3. THE ANALYSIS OF INTEGRATIVE COMPETENCIES OF MANAGERS

Evaluating the results of the research, one primarily concentrates on these major differences between the afore-mentioned <...> in literature.

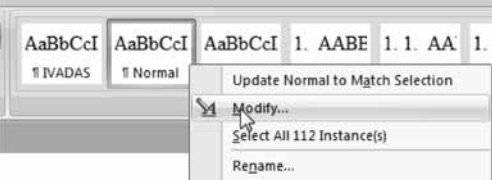
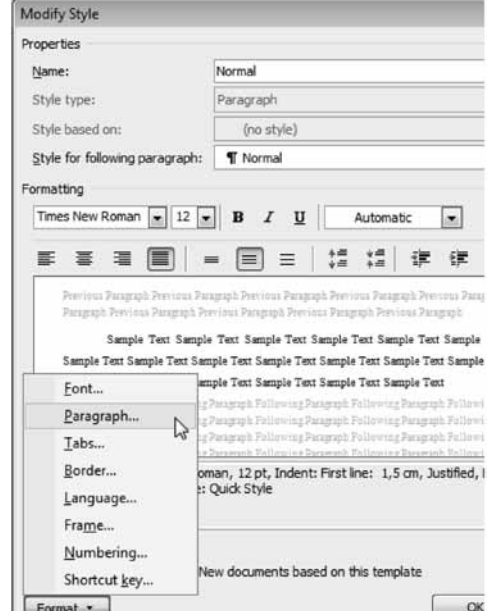
Appendix 12. Recommendations for the layout of written work

In this Appendix of written work the recommendations for automating several important steps of text formatting by using Word 2007 (or its newer version) are presented.

A. TEXT STYLES

Word will generate a table of contents automatically and format text before describing paragraph styles used in written work.

A.1. The Normal style

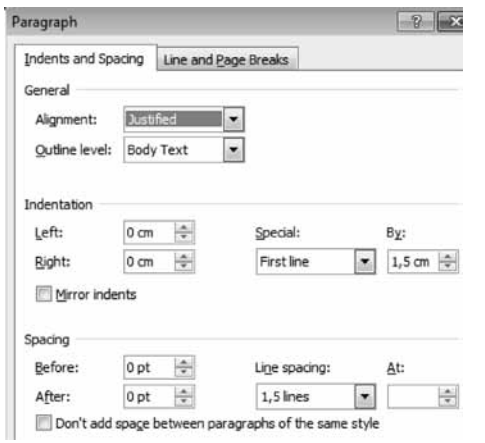
<p>On the Home tab, under Styles, click next to the style, and then click Modify Style.</p>	
<p>Setting parameters: use a 12-point Times New Roman font with 1,5 line spacing, press the Justify Button image, click Format and select Paragraph.</p>	

Appendix 12. Recommendations for the layout of written work

Indent the **First Line** to 1,5 cm. Verify that there is no **Spacing Before** and **Spacing After – 0 pt**, while **Line spacing** must be **1,5 lines**.

Save the parameters by clicking **OK**.

In another opened window, click **OK** again.



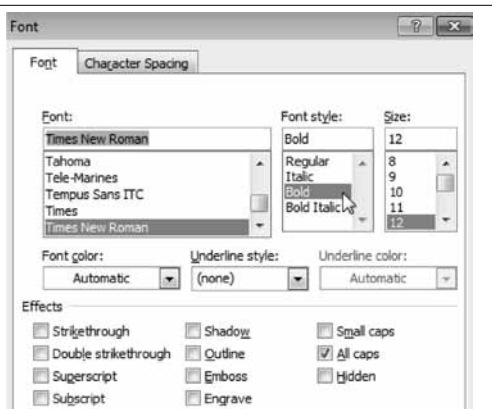
A.2. The Heading 1 style

Analogically, set the **Heading 1** style parameters. Here you must choose the **Centre Button** image (not **Justify**).

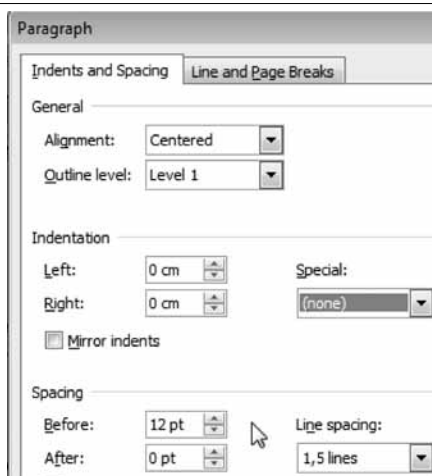


Appendix 12. Recommendations for the layout of written work

Click **Font** on the **Format** menu. In the **Font** dialog box, under **Effects**, select the **All Caps** check box, choose **Bold** from the **Font Style** combo box, and then click **OK**.

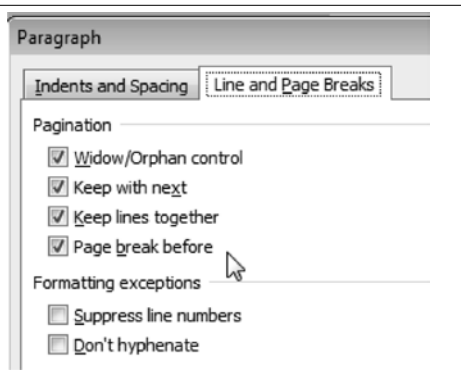


In the **Paragraph** group on the **Home** tab, under the **Indents and Spacing**, click **Line spacing** and select **1**, and then click an arrow next to **Spacing Before** and enter **12 pt**.



Appendix 12. Recommendations for the layout of written work

In the **Line and Page Breaks** tab, tick the **Page break before** option, and click **OK**.



A.3. The Heading 2 style

Heading 2 is used to include titles of chapters. Its setting is identical to **Heading 1** with the exception that you choose **Regular** instead of selecting **Bold**, use no spacing in the **Spacing Before** option (Paragraph→Spacing Before→0pt), while under **Spacing After** you select **Single-line** spacing (Paragraph→Spacing After→12pt). Neither should a text start on a new page (Paragraph→Line and Page Breaks→Page break before, i.e. **Page break before** should not be ticked).


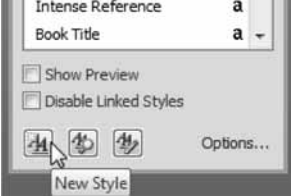
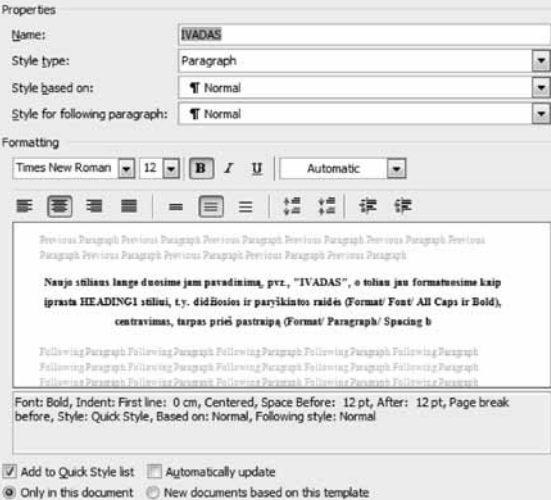
A.4. The Heading 3 and Heading 4 styles

These styles are utilized to incorporate headings and sub-headings. They differ from **Heading 2** in the way that the text presented in the **Heading 2** style is written in minuscule (except for the first letter), wherefore all the settings correspond to **Heading 2** with one exception that in the **Font** section you should not tick the **All Caps** option.

A.5. The style of introduction, conclusions, recommendations, references and appendices

You have to create a special paragraph style for such parts of written work as Introduction and Conclusions, for these parts are not numbered but must be incorporated into Contents.


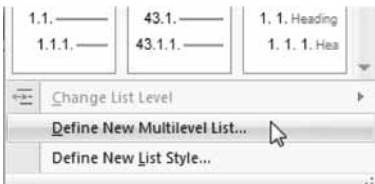
Appendix 12. Recommendations for the layout of written work

<p>If you want to create your own style, you have to click an arrow in the lower right corner of the Styles group on the Home tab.</p>	
<p>In the opened window, click the New Style Button.</p>	
<p>In the New Style window, write the selected name, for example IVADAS, and then format as the Heading 1 style, that is Caps and Bold (Format→Font→All Caps and Format→Font→Bold), Centred, Spacing Before and After (Format→Paragraph→Spacing Before→12pt and Format→Paragraph→Spacing After→12pt), and Page break before (Format→Paragraph→Page break before needs ticking).</p>	

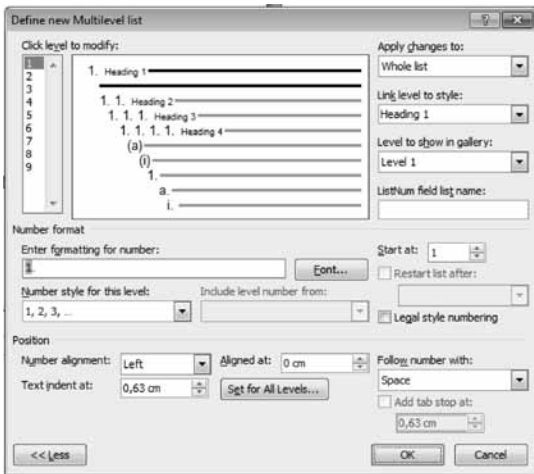
A.6. Numbering of chapters

Chapters are automatically numbered.

Appendix 12. Recommendations for the layout of written work

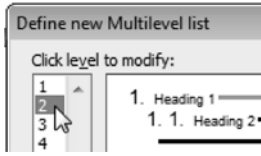
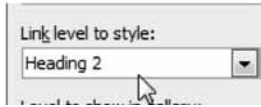
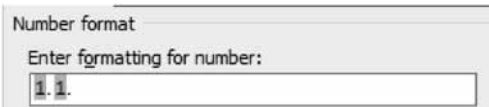
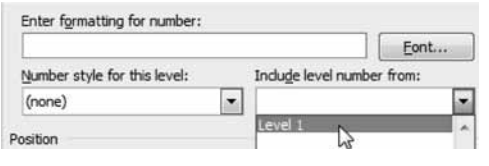
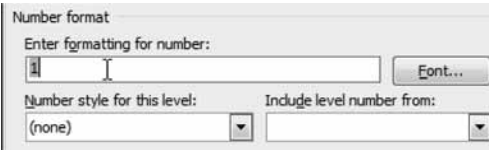
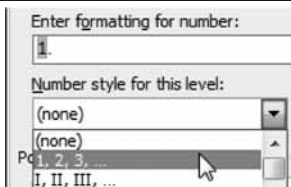
On the Home tab, in the Paragraph group, click Multilevel List .	
Then you select Define New Multilevel List .	

Here you can see a comprehensive list wherein you additionally have to click **More**, making it even a bit more detailed.

In the Number style for this level box, set numbering 1, 2, 3, ... , link the first level of numbering with Heading 1 under Link level to style and select Space in the Follow number with box. Do not close the window!	
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------

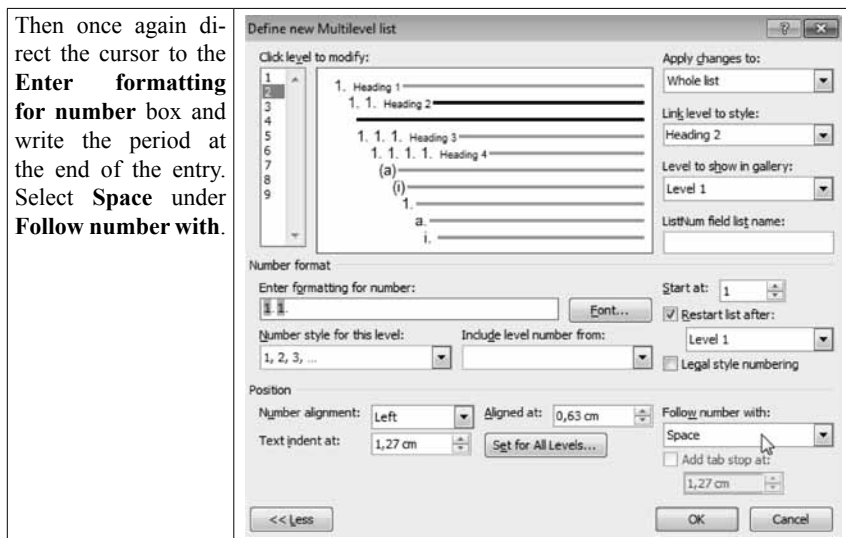
Now you have to set page numbers of the second level.

Appendix 12. Recommendations for the layout of written work

<p>Choose Number 2.</p>	
<p>Then select the Heading 2 style for the second level.</p>	
<p>Choose a relevant style of numbering in the Enter formatting for number box wherein an entry 1. 1. will have to appear (i.e. 1, the period and space, then 1 and the period). It is important that you not use the keyboard to type 1!</p>	
<p>To include numbers, delete the whole text in the Enter formatting for number box by using the BACKSPACE key and select Level 1 under Include level number from.</p>	
<p>An entry 1 will appear in the Enter formatting for number box.</p>	
<p>Using the keyboard, write the period and insert space next to 1 and then select 1, 2, 3, ... under Number style for this level.</p>	

Appendix 12. Recommendations for the layout of written work

Then once again direct the cursor to the **Enter formatting for number** box and write the period at the end of the entry. Select **Space** under **Follow number with**.



Page numbers of other levels must be set analogically (i.e. numbers of the third level must be linked with the **Heading 3** style, and when describing page numbers, one has to use numbers of the previous level (i.e. **Include level number from**)).

Closing this window, all paragraphs written in **Heading 1**, **Heading 2**, etc. styles will be properly numbered; creating a new chapter or sub-chapter, the rest will be automatically numbered.

A.7. The use of styles

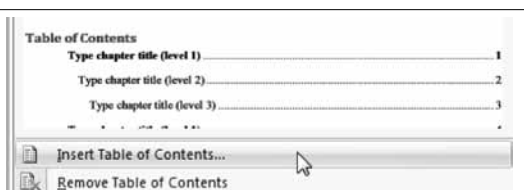
If you want to transform a sentence into the chapter title, you should direct the cursor to that paragraph, and then select a desirable name of style on the **Home** tab. For example, if you select the **Heading 1** style, a paragraph will immediately move to a new page (as the text of the **Heading 1** style always starts on a new page) and be written in capital letters. If you change the place of chapters or subchapters, they will be automatically numbered in the right order.

Appendix 12. Recommendations for the layout of written work

B. AN AUTOMATIC TABLE OF CONTENTS (TOC)

Setting a style makes it possible to create an automatic table of contents. One can easily create a table of contents which includes all headings (**Heading 1**, **Heading 2** and other styles) being present in the text (on the **References** tab, in the **Table of Contents** group, click **Table of Contents**). However, in this case you should additionally incorporate several special parts of text such as Introduction, Conclusions and the like. In other words, a table of contents must include not only heading styles but also our created style **IVADAS**.

Click where you want to insert the table of contents. On the **References** tab, in the **Table of Contents** group, click **Table of Contents**, and then click **Insert Table of Contents**.

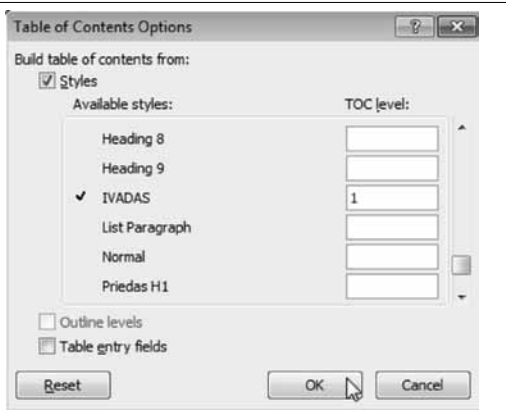


Click **Options**.



Appendix 12. Recommendations for the layout of written work

Write **1** next to **IVADAS** and double-click **OK**.

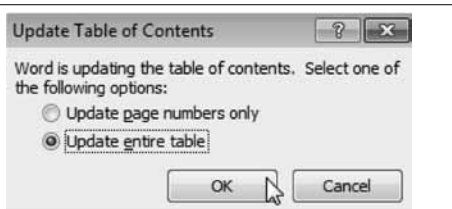


Later, when the place of text in the document or chapter titles have changed, the created table does not need recreating – one has just to update it.

To update the table of contents, right-click on the present contents and select **Update Field**.



Select **Update entire table** in the **Update Table of Contents** dialog box and click **OK**.



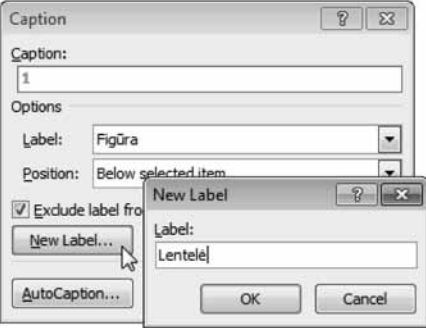
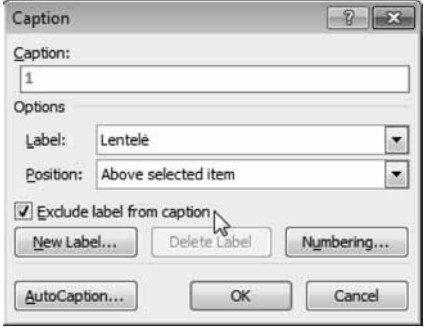
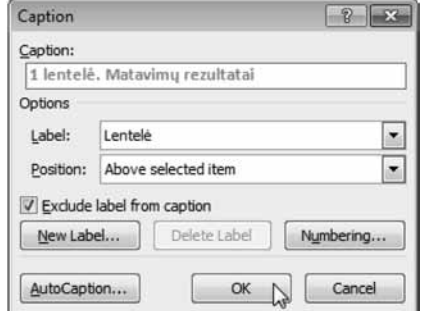
C. TABLES AND FIGURES

In Word, it is possible to automatically number various objects – tables, figures and so forth. You can create in-text references for the mentioned objects and easily number them when the number for an object is changed.

C.1. Table numbering

It is necessary to number and name tables. When you have created a table in the text, leave your cursor rest in the created table. Select **Insert Caption** on the **References** tab.

Appendix 12. Recommendations for the layout of written work

<p>If a table is numbered for the first time, one may have to create the name for the object (i.e. the word itself Table). If there is no possibility to select Table in the Label list or the list does not provide the correct label, click New Label, type the new label in the Label box, and then click OK.</p>	
<p>Since the number for a table in Word is given at the end not at the beginning, you have to do it manually, that is tick Exclude label from caption.</p>	
<p>Under Caption, write space, Table, the period, and the title for a table using a capital letter. Set the caption position to Above selected item and click OK.</p>	

If the title of a table automatically becomes blue (or is selected not in 11pt, Bold), then choose **Caption** in the **Styles** group.

Appendix 12. Recommendations for the layout of written work

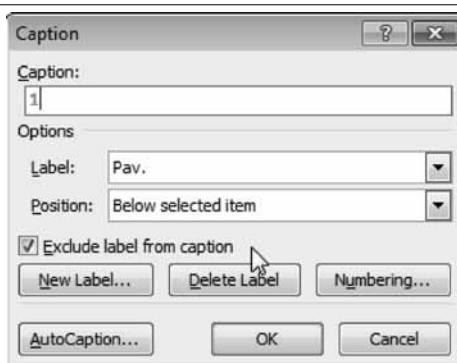
C.2. Figure numbering

Select any figure in the text, and on the **References** tab, in the **Captions** group, click **Insert Caption**. On the **Caption** dialog box, select **Label: Figure** (if there is no such, then create it by clicking **New Label**).

Set the position of the caption to as **Below selected item**.

Tick **Exclude label from caption** so that only number can remain in the title.

Then, in the **Caption** section, type Figure, the title for an image and click **OK**.



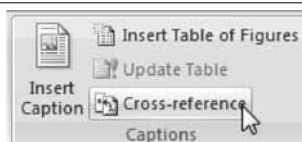
C.3. References to tables and figures

When you have mentioned your table, figure or any other object in the text, you have to number them. If you change the table's number later (e.g. insert another table before the existing one), you will have to review the whole text searching for wrong references. Word allows one to create special references to objects (tables, figures and the like) which are automatically numbered.


For example, when writing a sentence “Referring to Figure 5 <...>”, you use the reference to Figure 5. In this case, Number (5) does not need typing by using the keyboard.

Introduce text (e.g. “Referring to <...>”).

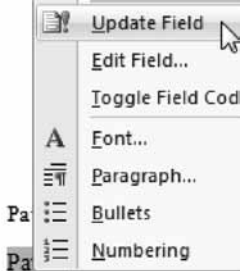

On the **References** tab, in the **Captions** group, click **Cross-reference**.



Appendix 12. Recommendations for the layout of written work

<p>Select the reference type Figure and under Insert reference to choose Only label and number.</p>	
<p>Click Insert→ Close, insert Figure and so forth.</p>	<p style="text-align: center;">remiantis 5 pav.</p>


If you move the cursor to the reference (Number “5”) in the text, a gray background will have to appear (automatic field).

<p>If figure numbering has been changed in the document (you have inserted a figure or deleted several ones), it is easy to renumber them all in the document. All you have to do is select the desired part of the document (e.g. hold Ctrl while pressing the A key and the whole document will be selected). Then you right-click on any automatic reference in the text (in our example – gray Number “5”) and select Update Field.</p>	
<p>If you see the Update Table of Contents box, select the Update entire table option.</p>	

Appendix 12. Recommendations for the layout of written work

D. A REFERENCE LIST AND CITATIONS

Writing a paper, you can right away insert a list of sources you are interested in even if you are not citing them at that time. Later, you will find it easy to cite works from your inserted list and automatically create the list of all the sources cited in the document (bibliography). All necessary items of information are presented in the **Citations & Bibliography** group on the **References** tab.

Pay attention to the existence of different styles of citation. In this case, you must adhere to APA citation style.	
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D.1. Creating a list of sources

If you want to include a book, an article or an Internet address in the list of references, you should select Manage Sources on the References tab and click New .	
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In the **Create New Source** window, use the **Type of Source** drop-down menu to select what kind of material you are referencing on which the number and quantity of fields will depend. It is recommended that author names be inserted by clicking **Edit** (it will be indicated where to add Last and First names). If the author is not a natural person, then you should select **Corporate Author**. If it appears that there are not enough fields for the information to include, you can tick the **Show All Bibliography Fields** option to make all the possible fields to emerge. When the cursor rests on any entry field, the explanation what you will have to add is presented at the bottom of the window.

According to APA style, not all entered data will appear in the bibliography; however, it is worth selecting as much as possible, for this information will remain in the electronic document.

Appendix 12. Recommendations for the layout of written work

The screenshot shows the 'Create Source' dialog box. The 'Type of Source' is 'Book' and the 'Language' is 'Default'. The 'Bibliography Fields for APA' section includes: Author (Pavardenis, Vardenis;), Corporate Author (unchecked), Title (Pagranduko nuotyčiai), Year (2011), City (Kaunas), and Publisher (Rududu). There is a 'Show All Bibliography Fields' checkbox and a 'Tag name' field with 'Pav11' entered. An example 'Adventure Works Press' is shown. 'OK' and 'Cancel' buttons are at the bottom right.

If there is no desired type in the **Type of Source** option, you will have to select one which is closer according to the list of data field. For example, legal acts may fall into the **Article in a Periodical** category, while theses go with **Report**. In some cases it, however, may not be suffice, then you will have to enter plenty of information into one field of information (e.g. if you happen to realise that it is necessary to include the name of your scientific advisor in a final paper, you will have to type it at the end of the **Title** option).

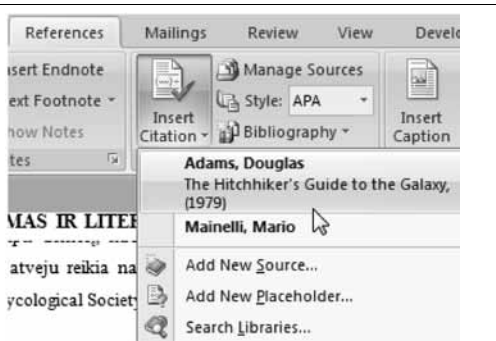
It is worthwhile mentioning that the **Pages** option is designed for indicating a page interval (e.g. pp. 68–99) rather than the volume of work. The document scope is not indicated in APA citation style.

D.2. Citation

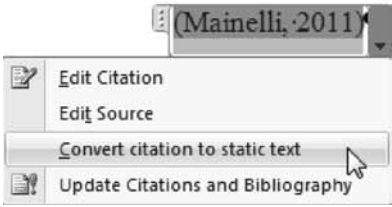
If you have a list of sources, you can easily insert a reference/text.

On the **References** tab, click **Insert Citation** and select the desired source.

If there are many of them, then you can click **Search Libraries**<...>.

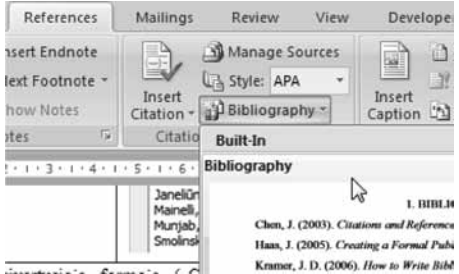
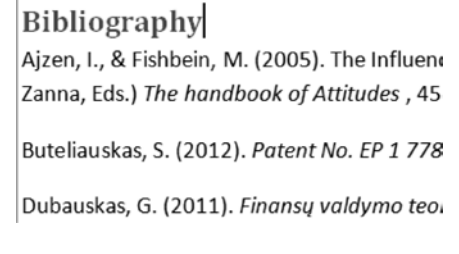


Appendix 12. Recommendations for the layout of written work

<p>If you want additionally indicate the page from which the text is cited, you should click on the inserted reference and choose Convert citation to static text in the opened window. The reference converts to static text.</p>	
<p>Enter the page number.</p>	<p>(Mainelli, 2011, p.12)</p>

D.3. Creating a reference list

Having written your final research paper, you have to create a list of all the sources cited in your work (bibliography).

<p>Place the cursor to a new page of the document and then click Bibliography on the References tab.</p>	
<p>The Bibliography word appears in the document and the reference list is presented in alphabetical order. Delete the Bibliography word, write LITERATŪRA instead, select the IVADAS style, and then update the contents of the document (there will appear a new item LITERATŪRA).</p>	

You will have to slightly modify this automatically created list of references as not all data is written in correct Lithuanian. One must modify the following points:

- the way the date of reading an internet source is presented (e.g. “Retrieved on 17 April 2013” must be replaced by “žiūrėta 2013-04-17”);

Appendix 12. Recommendations for the layout of written work

- the way page numbers are presented (e.g. write “p. 46–48” instead of “pp. 46–48” (it can be done by click **Find-Replace**));
- contractions (i.e. write “Red.” instead of “Eds.”).

NOTE: If you want to update the bibliography, all these changes in the reference list will be deleted; therefore, changes must be made at the very end before submitting your final paper.

Appendix 13. References

REFERENCES

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**DESCRIPTION OF THE PROCEDURES FOR PREPARATION,
DEFENSE, ASSESSMENT AND PRESERVATION
OF FINAL RESEARCH PAPERS AND ACADEMIC WRITING**

Managing Editor *Assoc. Prof. Dr. Dileta Jatautaitė*

English Text Editor *Dmitrij Tonkich*

Layout Designer *Jolanta Girnytė*

2015-09-21. Circulation 140 copies. Order GL-388.

Published by The General Jonas Žemaitis Military Academy of Lithuania
Šilo Str. 5A, LT-10322 Vilnius

Printed by the Military Cartography Centre of the Lithuanian Armed Forces
Muitinės Str. 4, Domeikava, LT-54359 Kaunas District, Lithuania