

**METHODOLOGICAL GUIDELINES
FOR WRITING
MASTER'S THESIS**



Kauno
fakultetas

**VILNIUS UNIVERSITY
KAUNAS FACULTY**

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**METHODOLOGICAL GUIDELINES FOR WRITING
MASTER'S THESIS**

For students of *Arts Management* study programme

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TABLE OF CONTENTS

INTRODUCTION	5
1. GENERAL REQUIREMENTS FOR MASTER'S THESIS	7
1.1. GENERAL REQUIREMENTS	8
1.2. THE STRUCTURE OF MA THESIS	9
1.3. REVIEW QUESTIONS AND ADDITIONAL LITERATURE	10
2. EMPIRICAL RESEARCH BASED MASTER'S THESIS	11
2.1. INTRODUCTION	12
2.2. THEORETICAL PART	13
2.3. EMPIRICAL PART	14
2.4. CONCLUSIONS AND RECOMMENDATIONS	16
2.5. APPENDICES	16
2.6. REVIEW QUESTIONS AND ADDITIONAL LITERATURE	16
3. MASTER'S THESIS BASED ON THE IMPLEMENTED PROJECT	18
3.1. INTRODUCTION	19
3.2. THEORETICAL PART	19
3.4. CONCLUSIONS AND RECOMMENDATIONS	21
3.5. APPENDICES	21
3.6. REVIEW QUESTIONS AND ADDITIONAL LITERATURE	22
4. FORMATTING REQUIREMENTS OF THE MASTER'S THESIS	23
4.1. FORMATTING OF MA THESIS TEXT	24
4.2. FORMATTING TABLES AND FIGURES	25
4.3. REFERRING, COMPILING AND FORMATTING THE LIST OF REFERENCES	25
4.4. FORMATTING APPENDICES	28
4.5. REVIEW QUESTIONS AND ADDITIONAL LITERATURE	28
5. MASTER'S THESIS DEFENCE	29
5.1. PREPARATION FOR MA THESIS DEFENCE	30
5.2. DEFENCE	30
5.3. REVIEW QUESTIONS AND ADDITIONAL LITERATURE	32
APPENDICES	33

These methodological guidelines for writing Master's thesis are prepared for Vilnius University Kaunas Faculty students of *Art Management* study programme. Their aim is to specify the features of Master's thesis and explain the academic and scientific requirements for students.

Instructions and recommendations for the *Art Management* Master's thesis (hereinafter MA thesis) are developed on the basis of general requirements for such academic works (laid out in the documents of Lithuanian Ministry of Education and Science and Vilnius University) and following the features of *Art Management* study programme. The programme is based on the generalized concept of art as a social and economic phenomenon: art is perceived as an economic activity that produces results, which have certain characteristics. The art products are characterized by creativity and symbolism; their purpose is to satisfy aesthetic and self-expression needs, and they are the potential intellectual property. The graduates of the *Arts Management* program must be able to apply modern organization management and marketing theories and methods to the arts organizations and their products, be able to manage art organizations and projects based on the artistic and business cohesion, to analyse art industries in the context of their linkages with the cultural heritage, cultural/creative tourism and creative industries.

The guidelines are prepared in accordance with the following documents:

Description of study cycles (approved by Order no. V-2212 of the Lithuanian Minister of Education and Science on 21 November 2011).

Provisions of the preparation, defence and storage of students' written works in Vilnius University (approved by the VU Senate on 19 December 2017, resolution no. S-2017-12-11).

Order of administration of academic theses on the Vilnius University information system (approved by the Rector of Vilnius University on 22 November 2017, Order No. R-512)

Procedure of students' performance assessment (approved by the VU Senate Commission on 13 December 2012, resolution no. SK-2012-20-6).

VU code of academic ethics (approved by the VU Senate Commission on 13 June 2006, protocol no. S-2006-05).

Decision protocols of the *Art management* Study Programme Committee.

1. GENERAL REQUIREMENTS FOR MASTER'S THESIS

1.1. General requirements

MA thesis is a final study work based on the self-conducted scientific or applied research or developed as a project that reveal students' competences in correspondence with the objectives of the study program. Graduate students must demonstrate relevant level of knowledge and understanding, ability to analyse the chosen topic, evaluate the works done by the other researchers in the corresponding field (branch), to carry out a self-conducted research in this field (branch), describe their research work, formulate clear and reasonable conclusions of research according to the requirements approved by the university (*Order of the Lithuanian Minister of Education and Science No. V-826*, 3 June 2010).

The results of MA work must have a scientific value. This value is determined by the scientific novelty, originality and relevance, in other words, the theoretical, methodological or practical contribution of the work to a specific field of science. The scientific *novelty* of the work means that it adds new knowledge to the science; for example, it provides a new conceptual basis for analysing or systematizing theoretical material, a new research tool or method, finds new theoretical or practical solutions of a certain problem. The *originality* of work means that it differs from the other works in the field. It must contain new empirical data, evidence, conclusions or suggestions. The *relevance* of the work is determined by its relation to any acute problem of society or “cutting edge” of science. Although this aspect of the work is questionable (sometimes, it is said that social sciences have no irrelevant topics), the research of some topics can contribute more to the solutions of important social problems than the research of other topics. By revealing the relevance of the work, the starting point can be the expected results of the research.

The students of *Arts management* study programme can choose between two types of MA works: *analytical empirical research-based MA thesis* or *practical applied project-based MA thesis* (for more information about these types of work, see chapters 2 and 3). The work of both types of MA thesis begins with the choice of the topic and the analysis of scientific literature. The work has to be written consistently during the 3rd semester. The topic for MA thesis may be proposed by the scientific adviser or chosen by a student himself **and must be agreed with the scientific adviser until September 10 of the current year**. Scientific adviser and student should discuss the following questions together:

- choice and formulation of MA work topic and problem, its aim and objectives;
- possible work structure and work plan;
- search of scientific literature and other information sources;
- selection and systematization of theoretical material;
- creation of research methodology (or creation of the project conception);
- ways of research (project) implementation.

The students must present results of the theoretical literature analysis and project preparation in methodological seminar until **September 30** of the current year. On **November 1** of the current year, students must provide the first version of the theoretical part of MA thesis and a draft version of the empirical research methodology or project conception. The first version of the whole work must be completed until **December 6**. The final MA thesis version must be submitted until **January 6**. Public defence of the MA thesis takes place during the winter session (on **January 15-20** of the current year).

The work planned in this timetable could be done before the scheduled time if the research or project must be implemented on a certain time.

The student and his MA thesis scientific adviser must agree on the work schedule (see Appendix 11) and fill the timetable during periodical consultations (4-5 times per semester). The purpose of consultations is a discussion of possible application of professional knowledge, theories, models, methods and empirical data analysis in a particular work. During the consultations, student must inform the scientific adviser about the process of work, the encountered problems and submit separate parts, sections and/or sub-sections of the thesis.

The student has to prepare properly for each consultation. The text provided to the scientific adviser must be neat and written in the correct language. If the scientific adviser agrees, the consultations may proceed electronically as well. The student who does not meet the deadlines that are indicated in the schedule and delays the presentation of work parts or the whole work to the scientific adviser may lose the right to defend his MA thesis.

1.2. The structure of MA thesis

The MA thesis of Art Management program comprises 4 main structural parts: introduction, theoretical part, empirical part (research or project), conclusions and recommendations. The scope of MA thesis is 60–80 pages (120 000 – 160 000 characters) without the appendices. The auxiliary structural parts (summary, reference list, appendices) have to be provided at the end of the work. The text of MA thesis must be formatted according to the requirements set out in these guidelines (chapter 4).

Table 1

Requirements for the structural parts of MA thesis

Structural part		Requirements
Title pages		Title pages have to be written and formatted according to the examples given in Appendices 1 and 2.
TABLE OF CONTENTS		Table of contents includes titles of all parts, chapters and subchapters. It must be formatted according to the example in Appendix 3.
LIST OF ABBREVIATIONS		List of abbreviations has to be given on a separate page. It contains all abbreviations used in the work and their explanations. The list of abbreviations must be formatted according to the example given in Appendix 4.
LIST OF TABLES AND FIGURES		List of Tables and Figures has to be written on a separate page. It contains the titles of all tables and figures that were used in the text, and they must be formatted according to the example given in Appendix 5.
INTRODUCTION	Research	The introduction of MA thesis that is aimed at scientific empirical research must contain the explanation of relevance of the subject, the level of existing scientific investigation of the main problem, the novelty of the work. It contains the definition of the object of investigation, the formulation of aim and objectives of the whole work, the justification of the work methods, the exploration of theoretical and practical value of the work and a description of the work structure and scope.
	Project	The introduction of MA thesis that is aimed at the implementation of applied project must contain a short description of the project conception: the problem that the project aims to solve, the aim and objectives and the expected results. The introduction must contain the justification of methods used for the information gathering needed for the project preparation, the exploration of the theoretical and practical value of the work and a description of the work structure as well as scope.
THEORETICAL PART	Research	The theoretical part comprises the results of analysis and systematisation of the theoretical literature on the main problem of the MA work. The part concludes with the theoretical model of problem solution, which has to be tested by the empirical research (the second part of the MA work).

Structural part		Requirements
	Project	The theoretical part comprises the results of analysis and systematisation of the theoretical literature needed for the preparation of the project conception.
EMPIRICAL PART	Research	The empirical part comprises the description and justification of the methodology of empirical research and its results. It consists of three main chapters: description of the research methodology, description of the research process, description of the research results. This part ends with the refinement or improvement of the model developed in the theoretical part if the results of the research require it.
	Project	The empirical part comprises the description of the implemented project. It consists of two main chapters: the first describes the project activities and achieved results (the calendar overview of the project stages, the scope of organized activities, participants and their roles, cooperation, achievements, etc.), and the second chapter presents the analysis of the whole project from a professional point of view (gives a reflection and evaluation of the project).
CONCLUSIONS AND RECOMMENDATIONS		Conclusions shortly and clearly summarise the main results of the work. Recommendations comprise the proposals formulated by the author on the basis of the whole work.
SUMMARY		Summary provides the summarized information of the content of the work: the object of work, the aim and objectives, the working methods and the most important results. The scope of summary is approximately 2500 characters with spaces. Summary should be placed on one page. It must be written in Lithuanian. An example of Lithuanian heading of summary is provided in Appendix 7.
LIST OF REFERENCES		List of references includes only quoted, mentioned or retold sources of literature (academic publications, laws, sources of statistical data) of the work. The list has to be compiled according to the principles of the Harvard referencing style (see sub-chapter 4.3.).
APPENDICES		Various appendices (large tables, figures, documents and /or copies) may be presented at the end of the work if they are needed for the understanding and evaluation of the main text. The requirements for the formation of appendices are given in chapter 7 of this guidance.
REVIEW		On the last (hard cover) sheet, there has to be attached (glued) A5 envelope with a review of the MA thesis. The standard form of the review is presented in the Appendix 8 of this guidance.

1.3. Review questions and additional literature

Review questions:

- What determines the scientific value of the MA thesis?
- What is the scope of the MA thesis?
- What are the structural parts of the MA thesis? What is their content?
- How the MA thesis writing process is organised?

Additional literature

- Swetnam, D., Swetnam, R. 2009. *Writing Your Dissertation: The bestselling guide to planning, preparing and presenting first-class work*. UK, Oxford: How To Books Ltd.
- Williams, K. 2013. *Planning Your Dissertation*. UK: Palgrave Macmillan

2. EMPIRICAL RESEARCH BASED MASTER'S THESIS

The purpose of the analytical empirical research-based MA thesis is an in-depth analysis of specific scientific problem in the field of art management. The thesis should encompass 4 main structural parts: introduction, theoretical part, empirical part and conclusions with recommendations. The summary of the thesis, a list of used literature and other sources of information and appendices (e.g., questionnaires, sources of information etc.) should be presented at the end of the text. Theoretical and empirical parts of the thesis should be split into chapters and sub-chapters. The titles of theoretical and empirical parts as well as titles of separate chapters and subchapters should not repeat the title of the entire work verbatim; all titles should be original but logical and of relevant scope. In general, the content of the thesis should reflect the interrelation of its parts, chapters and subchapters and their relation to the main topic of the thesis.

The thesis will be evaluated by one reviewer, who will be appointed by the Chairperson of The Study Programme Committee. The evaluation criteria are enumerated at the end of each subchapter and Appendix 8. The thesis will have to be presented and defended in a public meeting of students, lecturers and social partners.

2.1. Introduction

The introductory part of the thesis should present the general idea of the MA thesis in a tabloid form. This is a brief presentation of the entire work. The introduction has several integral elements that can make the writing process easier if formulated at the beginning of the process. The indispensable elements are:

- Description of the chosen topic;
- Discussion of the previous explorations of the problem analysed in the thesis;
- Revelation of novelty and relevance of the problem analysed in the thesis;
- Determination of the study object;
- Determination of the work aim and objectives;
- Grounding of the work methods;
- Specification of theoretical and practical significance of the work;
- Reasoning of the work structure.

The discussion of previous explorations of the problem analysed in the thesis is a very important part of the introduction. This part describes the most important up-to-date achievements related to the resolution of the chosen work problem in different countries. The discussion should be based on the previous academic works and describe previous explorations of the chosen topic: what is already known about the chosen problem, what are the main theoretical and empirical findings in the field, what methods were used, what results they brought etc.

The novelty of the problem analysed in the thesis can be grounded by suggesting new ways of analysis and/or systematization of relevant theoretical materials, developing new methodological approaches, generating new empirical data, presenting new ways for resolving the problem etc.

The relevance of the problem analysed in the thesis means the significance of problem from theoretical or practical point of view. From the theoretical perspective, the relevant topics develop or create scientific theories, research methodologies, generate weighty empirical data. From the practical perspective, significant topics relate to the present-day social problems, which call for scientific resolutions.

The object of the thesis is a phenomenon or a process, which is to be explored in the work. The work object denotes the focus point of the work. The object directly relates to the work problem by indicating its specific aspect. The work object should be distinguished from the research object, which should be presented in the empirical part of the thesis. The aim of the work covers the entire area of the scientific work; meanwhile, the research object covers only the empirical study. The object of the work defines what research object could be chosen.

The aim of the thesis should coherently develop from the previous description of the study problem and directly relate to the work object. The aim of the work denotes the main striving of the work, i.e. the question about the work object, which will be answered by accomplishing the work. The aim of the master thesis should be formulated by using such verbs as “to explore”, “to assess”, “to identify” etc., and direct the author towards finding resolution of a chosen problem.

The objectives of the thesis denote the steps that have to be undertaken for reaching the aim of the work. The objectives clarify how the aim will be reached (e.g., usually, the striving *to reveal* something requires *to systematize, to define, to compare* etc. primarily). For the formulation of the work objectives, the striving for the work’s aim should be split into stages and measures; the required and expected results should be reconsidered.

The work methods encompass all methods, which were used for developing the theoretical and empirical parts of the thesis. The methods have to be enumerated with brief argumentation why they were chosen for the work.

The theoretical significance of the thesis can be demonstrated by clarifying how the work contributes to the development of the art management theory. For example, the contribution could be the presentation of new approaches towards previously developed theories, elaboration of new concepts and their definitions, elaboration of new methodological insights etc.

The practical significance of the thesis can be described by explaining how the results of work could be used in practice.

The reasoning of the work structure should encompass the explanation of sequence of chapters and sub-chapters and the main questions, which are elaborated in each of them. It should be denoted which work objective is resolved in which chapter of the work.

Evaluation criteria of the introduction for a reviewer: *consistency and particularity of reasoning for the relevance and novelty of the chosen problem, relevance of the work object, aim and objectives of the work for the exploration of the chosen problem, revelation of theoretical and practical significance of the work.*

2.2. Theoretical part

Theoretical part of the thesis aims at the presentation of collected, analysed and systematized academic materials, which describe the study problem. **The theoretical part must be grounded on the materials presented in scientific monographs, scientific papers and other sources of scientific information.** Textbooks and science popularizing publications cannot be equated to the above-mentioned scientific publications. The author should present other authors’ approaches and research results related to the work problem in a systematized way, summarize them and present personal approach.

The theoretical part can be based on the rehearsal and analysis of the theoretical approaches, which explain and elaborate the main concepts of the thesis. However, the rehearsal of the approaches can not be the end in it-self; the rehearsal should be finalized by providing the author’s summarizations and insights. If there are multitude theoretical approaches on the topic and/or numerous empirical researches, the author should demonstrate ability to systematize them, to select the most important and the most relevant. The master level student should demonstrate not only deep knowledge of relevant theories but also the ability to use theory in practice as a professional.

The quality of the theoretical part of the thesis depends on the author’s ability to choose relevant literature and judge the information critically as well as the author’s analytical skills. Typical mistakes are as follows: narration of numerous theories without application (e.g. analytical comparison of theories, elaboration of some models for empirical testing etc.), analysis of irrelevant theories, development of personal theories without relation to academic literature, compilation of different theoretical attitudes without critical and analytical analysis.

The structure of theoretical part depends on the work objectives, which were presented in the introduction. For example, if several conceptual objectives (e.g., explain conception, compare attitudes etc.) were presented in the introduction, respectively, several chapters should be devoted to the elaboration of resolution of objectives in the theoretical part of the thesis.

The models that are relevant for resolution of the work problem, which are suggested by the other academic authors in the scientific publications should be described and analysed, compared and assessed in this part. In addition, the potential aspect of the application of the model in practice should be discussed in this part of the thesis. *The theoretical part of the thesis should be finalized by presenting a **theoretical model** for the resolution of the work problem. The model should be applicable to the empirical testing by conducting the research.*

The model is a visualization of likeness of reality consisting of symbols and/or concepts that represent the characteristics of the phenomena. The models can be descriptive or normative. The descriptive model is simplified graphical reflection of the work object representing the real original and visualizing structural-functional, cause-effect and/or genetic relations between its elements. The normative model is a scheme of improvement of the work object presenting how the object would work after implementing specific amendments.

Evaluation criteria of the theoretical part for a reviewer: *consistency, analytical approach to information, relevance to work object and objectives, sufficiency for the empirical exploration of the problem, validity of the theoretical model and the significance of its contribution to the development of the art management theory.*

2.3. Empirical part

The empirical part of the thesis is devoted to the presentation of original empirical research, empirical analysis of the chosen problem. The part should consist of 3 chapters, which may be subdivided into sub-chapters.

- *Chapter 1: introduction to the empirical study*, which should present the main research questions, the empirical research object, the research aim and objectives.
- *Chapter 2: research methodology*, which should describe the main variables (especially in case of quantitative research) and/or chosen research strategy (especially in case of qualitative study); chosen data collection method(s), instrument(s) and procedure(s); research population (especially in a case of quantitative research) and the sample(s), sampling method(s) and procedure(s); data collection procedure(s) and procedure(s) of preparation of data for further analysis; data analysis method(s) and procedure(s); ethical issues which may arise in any step of the empirical research as well as ways to resolve them. All enumerated methodological decisions should be clarified by presenting arguments and evaluations of their validity and reliability.
- *Chapter 3: research results*, which should start with a brief description of the research course; analysis of collected empirical data; assessment of reliability, validity and generalizability of accomplished empirical research.

The empirical research object (i.e., the social phenomenon or process under exploration) is one specific aspect of the entire work object: the aspect that will be empirically explored. **The aim of empirical research** is the striving to explore, to describe or to explain the research object, to forecast tendencies of expressions of the research object in particular conditions, to change the research object or to evaluate/assess the object or its impacts. **The objectives of empirical research** are steps, which need to be undertaken when striving to achieve the aim of the research. For example, striving to explain the research object requires primarily the description of the object; striving to change the research object requires primarily the description, explanation and prediction of changes in the object.

The research methodology is a system of rules and procedures that provides the foundations for conducting research and evaluating claims to knowledge about the social reality. The research methodology is an integral part of any empirical study. It encompasses:

- Reasoning for choosing the research format (i.e. qualitative or quantitative) and the assessment of advantages and disadvantages of the format in the context of planned exploration.

It is important to remember:

- ✓ Both qualitative and quantitative studies may be both fundamental and applied;
- ✓ Relationships between variables defining the hypothesis can be formulated only for the quantitative research; the hypothesis can be accepted or rejected only on the basis of statistical testing. Presuppositions can be formulated in the case of qualitative research; acceptance or rejection of the presuppositions is always a matter of discussion;
- ✓ Research strategy is described, and its relevance for the research is explained only in the qualitative study;
- ✓ Strategies of the qualitative research often require collection of both qualitative and quantitative data; respectively, relevant data analysis methods have to be applied; both qualitative and quantitative data can be collected for the quantitative research;
- ✓ Mixed-type research combining the elements of both qualitative and quantitative research can be conducted as well.

- Description and reasoning of the chosen data collection method and instruments. It should include the assessment of validity and reliability of the chosen methods and instruments. Usually, the data collection instruments are described and grounded in the methodological chapter and presented in the Appendices.

- Description and reasoning of the chosen procedures for the identification of the data sources (in a case of quantitative research, research population) and sampling procedures (employing non/probability sampling methods). Assessment of accessibility, validity and reliability of the data sources should be presented. Moreover, the selected data sources should be described by presenting the numbers of data sources, time of their involvement in the research, other important characteristics. The plan of data collection should be explained in this chapter as well.

- Description and reasoning of the chosen data analysis methods. The assessment of advantages and disadvantages of the chosen methods as well as reliability and validity of the methods and data analysis procedures should help to develop reasoning. The data analysis procedures and structure of the results presentation should be described as well.

The research methodology has to be consistent with the theoretical part of the MA thesis. The aim and objectives of the research predetermine the decisions regarding research format and data collection methods and instruments, as well as data analysis methods.

Research results are the factual information on the course of the empirical study, collected empirical data and data analysis. In the case of qualitative study, the critical evaluation of the researcher's role during the study and his/her impact on the results is required. Subject to the nature of the collected empirical data (i.e., qualitative or quantitative) and chosen data analysis methods (e.g., statistical analysis, content analysis, discourse analysis etc.), the results should be presented in tables, pictures, schemes, models, descriptions etc. with consistent and comprehensive descriptions. It is recommended to structure presentation of analysis results following the sequence of research objectives. Moreover, research reliability, validity and generalizability are assessed in this chapter. *The empirical part of the thesis is finalized by presenting a **theoretical management model**, which should be modified grounding on the empirical results.*

Evaluation criteria of the empirical part for a reviewer: *relevance of the research methodology for the analysis of research problem; consistency and particularity of the research methodology; relevance, reliability and validity of the data collection and data analysis methods,*

instruments and procedures; correctitude of the analysis of the collected data; reliability, validity and generalizability of the research results, practical value of the results.

2.4. Conclusions and recommendations

All results of the work should be presented in the conclusions. Each chapter and each sub-chapter of the work should end with generalizations and insights, which are like transitional conclusions of the work. If any conclusion, which could be meaningful for the realization of any work objective, can not be formulated at the end of the chapter or sub-chapter, such chapter or sub-chapter should be eliminated from the work. The final conclusions should be based on the general results of the work. The results of the work should not be repeated in the conclusions; the resolutions of the work objectives and evaluations of significance of the acquired decisions should be presented in the conclusions.

The conclusions have to be written in clear, brief and, declarative statements structured in numbered paragraphs. The statements, which are not related to the content of the work, should not be presented in the conclusions. Moreover, there should not be any citations or opinions of other authors in the conclusions.

The results of entire work and conclusions-based **recommendations are the obligatory part of the master thesis**. The recommendations are presented following the conclusions but separated from them by an introductory sentence or a short paragraph. The recommendations are structured in paragraphs and are numbered. **The recommendations** are the results-based statements that suggest the resolution of the problem or propose the additional explorations or data, which might be needed for its resolution etc.

Evaluation criteria of conclusions and recommendations for a reviewer: *validity of presentation and summarization of all results of the work, correctitude of formulations of statements, reverberation of resolutions of the work objectives, theoretical and practical value of the recommendations.*

2.5. Appendices

Additional information, which illustrates and/or supplements the main text of the thesis in some important ways, should be presented as the appendices. For example, such information could include various calculations, data collection instruments, large tables, schemes etc. There is no limitation how many appendices can be added to the thesis.

2.6. Review questions and additional literature

Review questions:

- What has to be presented in the introductory part of the master thesis?
- What is important for the proper composition of the theoretical part of the thesis? What does predetermine its structure?
- What does the empirical part of the master thesis encompass? What has to be described and reasoned in the methodological part of the thesis?
- How is finalized the presentation of the research results?
- What is important for a proper formulation of conclusions and recommendations?
- What are the criteria for the evaluation of each part of analytical empirical research based MA thesis?

Additional literature:

1. Babbie, Earl. 2015. *The practice of Social Research*. International edition. 13rd ed. Wadsworth, Cengage Learning.
2. Frankfort-Nachmias, Chava; Nachmias, David; DeWaard, Jack. 2015. *Research methods in the social sciences*. 8th ed. New York: Worth Publishers A Macmillan Education Company.

3. MASTER'S THESIS BASED ON THE IMPLEMENTED PROJECT

Project-based MA thesis is an experimental (cultural, socio-cultural, cultural economy, cultural politics) development thesis – a result of systematic activities based on scientific studies and knowledge gained from practical experience: a prepared and implemented project, a newly developed product, newly introduced services, etc. Similarly to an analytical research thesis, a project thesis consists of the following main parts: introduction, theoretical part, practical part and conclusions (recommendations). A thesis ends with a summary in English, a list of references and appendices.

3.1. Introduction

Introduction is a brief description of the idea of the project. It must include the following:

- a brief description of the conception of the project, i.e., the problem it is intended to address, its aim and objectives, expected results;
- relevance and novelty of the project;
- description of methods based on which information necessary for the project was obtained and analysed;
- description of the theoretical and practical significance of the project;
- a brief description of the structure of the thesis.

Conception of the project includes the main ideas of the project that are described in detail in the theoretical part.

Relevance of the project is determined by the problem it is intended to address, its aim and objectives. Relevant projects address scientifically and/or socially and culturally relevant problems whose importance is expressed by discussions in public environment and scientific literature. Relevance of the project is revealed by means of national, regional and international analysis of cultural and culture management topicalities, professional and scientific literature, scientific studies, independent research.

Novelty of the project is revealed by one of the following elements: a) a certain unsolved question or problem is analysed within the conception of the project for the first time (theoretical aspect); b) new methods are applied in its implementation (methodological aspect); c) the project is realised within a new field (empirical aspect). Novelty of the project is revealed with regard to other projects that were/have been implemented on the basis of the same aim and/or are intended to address a similar problem.

Information collection and analysis methods for the project – introduction must include a description of methods based on which information for the model of the project was collected and analysed (e.g. observation, survey, experimental approach, testing, statistical analysis).

Theoretical significance of the project stands for its input into arts management theory. This input may include newly systematized theories, new definitions, new insights, etc.

Practical significance of the project includes the results achieved or created during the implementation process as well as their further usability.

The description of the structure of the thesis must include an explanation of the order of priority for the chapters and their main points.

Introduction evaluation criteria that a reviewer follows when evaluating a thesis submitted for defence are as follows: *particularity and consistency of the reasoning behind the relevance and novelty of the chosen conception for the project, suitability of the aim and objectives to address the chosen problem, disclosure of the theoretical and practical significance of the project.*

3.2. Theoretical part

This part should present an analysis and a system of literature that gives basis to the conception of the project. It should reveal the MA student's competencies and ability to analyse a chosen

problem by indicating peculiarities of arts management and revealing peculiarities and social significance of the cultural sector.

This part must also present a critical discussion of scientific theories that would encompass arts management innovation, scientific hypotheses, practically implemented models and their value. The theoretical part must be based solely on material provided in scientific monographs, science articles or other scientific sources (as opposed to textbooks or popular science publications). The student should reveal and provide a synthesis of other approaches and research results that are necessary to validate his/her project.

Evaluation criteria for the theoretical part that a reviewer follows when evaluating the thesis are as follows: *originality, particularity, consistency and validity of the conception, sufficiency of material to evaluate the significance of project results, significance of the theoretical input into arts management theory.*

3.3. Practical part

This part presents a description of a professionally implemented project (or one that is being implemented). It should reveal the originality of the project, professionalism of the author in terms of addressing project implementation problems.

Structure:

- Short description of the project stages (calendar overview of the process, its participants and their roles, cooperation, etc.);
- Aim and objectives of the project;
- Analysis of the target audience/-s of the project;
- Analysis of project activities (discussion about the originality of the vision, market research, analysis of technical and financial possibilities for the project, emphasis of problems and methods of addressing them, relation between the project success factor and vision, analysis of strengths and weaknesses, development of a creative project implementation plan, project resource analysis, search for finances and analysis of the marketing strategy).
- Analysis of the project concerning the professional aspect (MA thesis presenter's position in the project being implemented, discussions and problems existing in the chosen area of the arts management problem, evaluation of the work carried out by visitors or participants, possibility to develop or improve the problems being addressed or discussed).
- Contemplation (reflection) about project implementation means/ways and the process itself (experience gained in the project implementation process, the participant's (author's) management-related works, what means were used, practical value of the project).
- Analysis of personal and professional development (how the project has strengthened personal creative and professional abilities, its relation to professional future).
- The appendices include data (applications to funds, letters to sponsors, coordination of managerial activities, video and photo material of project activity stages, publication, etc.) that reveals project implementation activities. They should also include original copies of suggestions and reviews of the project (being) implemented.

In case of a failed implementation of a creative project due to valid reasons or if the creative project is implemented after its defence date, based on the information provided, a decision shall be made whether a MA student has carried out the activities necessary for successful project implementation.

Evaluation criteria of the practical part of the project that a reviewer follows when evaluating a thesis submitted for defence are as follows: *the scope of project activity implementation,*

timeliness of project stages, achievement of anticipated results, particularity and validity of the project implementation process analysis, practical significance of the project, technological compliance, quality of the creative project presentation (display, introduction).

3.4. Conclusions and recommendations

This part of the thesis summarises the most important project results. Conclusions must relate to the aim and objectives of the projects, and must address the questions raised in the introduction. Another requirement for conclusions is validity, i.e., they must flow from the content of the thesis, they must not include any discussions of new issues, debates or quotes of other authors. There should not be many conclusions; each of them must be important and significant, and show that certain specific results have been achieved after project implementation. Conclusions must be specific, efficient and brief.

In the conclusions, **it is important to do** the following:

- reflect statements and generalisations formulated in the theoretical, project and suggestions parts,
- to show the achieved aim and objectives formulated in the introduction,
- to evaluate project implementation strategy and tactics,
- to anticipate further project development strategy.

The conclusions are formulated in separate bullet points. Their order of priority does not have to match the order of the text. They are grouped and arranged in a way that would emphasise the most important results of the project (being) implemented.

In the conclusions, **it is not recommended to do** the following:

- to analyse new issues;
- to quote;
- to debate;
- to provide non-specific, general suggestions, for instance, to improve, strengthen, etc. without pointing out a way to do it.

A required part of the MA thesis are recommendations formulated on the basis of the entire thesis and conclusions. Recommendations are justified statements based on the results of the thesis on how to further address the problem raised, what additional research or data to address it there is a lack of, etc. Recommendations are presented after conclusions and are formulated in a new paragraph, also highlighted in separate bullet points.

Evaluating conclusions and suggestions, a reviewer follows the following criteria: *validity of reflection and generalisation of project results, correctness of formulation, reflection of solutions for the objectives, practical significance of the suggestions.*

3.5. Appendices

Appendices include the following:

- documentation of the creative project stages;
- material that illustrates project implementation stages (applications to funds, letters to sponsors, video and photo material of project activity stages, articles in the press and other media, posters, leaflets, etc.);
- thesis diary (blog) and/or administration of a cultural/management Facebook page, interaction with other participants of social networks;
- various calculations, data collection instruments (questionnaires), larger explanations, other material that has auxiliary value and is used in the main part yet not shown in it.

3.6. Review questions and additional literature

Review questions

- What must the introduction of an MA project thesis include?
- What does the theoretical part of the MA project thesis encompass?
- What must be described when introducing an implemented project?
- What is important when formulating conclusions and suggestions?
- What criteria are followed when each part of the MA project thesis is under evaluation?

Additional literature:

1. Kerzner, H. 2009. *Project Management*. New Jersey: John Wiley & Sons, Inc.
2. PMI (Project Management Institute). 2013. *A Guide to the Project Management Body of Knowledge*. Pennsylvania: PMI

4. FORMATTING REQUIREMENTS OF THE MASTER'S THESIS

4.1. Formatting of MA thesis text

The text of MA thesis must be written in the correct language and academic style (more about academic language see in the book: Rienecker, L., Jörgensen, P. S., Skov, S. 2013. *The Good Paper – A Handbook for Writing Papers in Higher Education*, pp. 321–348. Denmark: Samfundslitteratur).

Requirements for the margins of the MA text pages:

- Top: 2 cm;
- Bottom: 2 cm;
- Left side: 2.5 cm;
- Right side: 1.5 cm.

Requirements for the MA body text:

- First line left indent of 1.27 cm (paragraph/ text indentation/ left /by 1.27).
- Font – Times New Roman;
- Font size – 12 pt;
- Line spacing – 1.5;
- Text alignment – both sides (“justified”).

Requirements for the headings of MA parts, chapters, subchapters:

- The headings of introduction, conclusions and recommendations and other auxiliary structural parts (summary, list of references, list of appendices) must be written in capital letters and centre aligned. They have no numerals.
- The headings of theoretical and empirical parts, their chapters and subchapters have Arabic numerals. Each subpart (chapter, subchapter, sub-subchapter) has a number of the head part with additional number separated by a point (e.g., 2., 2.1., 2.1.1.).
- The headings of all structural parts (table of contents, list of abbreviations, list of tables and figures, titles of theoretical and empirical parts, conclusions and recommendations, summary, list of references) must be written in capital bold letters of 14 pt and centre aligned.
- Headings of chapters and subchapters must be written in lower-case letters (except for the first letter of the title), bold, font size 12 pt, aligned left. Headings are separated from the text by one blank line before and after, and by two lines after the heading of the theoretical or empirical part.
- There are no punctuation marks at the end of chapters and other structural element titles.
- All structural parts of the work begin on a new page, and chapters and subchapters must be written sequentially one after another on the same page.

Requirements for the MA page numbers:

- Pages are numerated in Arabic numerals from the table of contents (numbers of pages before the table of contents are not written but still counted);
- Numeration is continuous, including appendices.
- Page numbers must be placed on the right bottom corner of the page.

MA text should be printed on white A4 paper sheets on one side. The printed text should be bright and orderly. Pages should be bound.

4.2. Formatting tables and figures

Tables and figures could be placed in the main text or in the appendices. Large tables and figures, which take more than 2/3 of the page, should be placed in the appendices. All tables and figures should have numbers and titles. Figures and tables are numbered independently in a sequence according to which they appear in the text. The numbering looks like this:

Table 1,
Figure 1.

The number of *table* should be written above the table in the right corner. The title of the table is placed under the number, on the centre of the page. The title should be written in bold lower-case letters (except for the first letter of the title); font size is 12 pt. If there is only one table in the text, it has no number, only the word “Table” should be written in the right side of the page above the title of the table. The font size of the data in the tables is 10 pt. If the table is not created by the author of the MA thesis and is taken from an article or a book of another author or created on the basis of another source, it must have reference (font size 10 pt) that is placed below the table (see Appendix 9).

The number and the title of the *figure* should be written below the figure in the centre of the page in lower-case letters (except for the first letter of the title), bold, font size 12 pt. If the figure is created not by the author of the MA thesis and taken from an article or a book of another author or created on the basis of another source, it must have reference (font size 10 pt) that is placed below the title of the figure (see Appendix 9).

If table in the Appendix does not fit into a single page and continues into another, on the second page, above the table, in the right side of the continuation, there should be written “Continuation of Table N”. The continuation of table has the same columns and/or rows names.

4.3. Referring, compiling and formatting the list of references

4.3.1. In-text referencing

The reference list encompasses all sources of information that are quoted, retold or mentioned in the thesis. References in the text and the list of references at the end of the thesis should follow the same Harvard style, which uses an ‘author-date’ approach.

Quotation is a direct literal excerption of another author’s publication that is marked with single quotation marks (double quotation marks are usually used for quoting direct speech). When quoting, it is always necessary to make a precise reference to the source from which the quotation was taken. In Harvard style, the reference after quotation should include the surname of the author or editor of the quoted work, the year of publication of the quoted work and page number, from which the quotation is taken, e.g., (Throsby, 2008, p.15). If the work has two authors/editors, the reference includes the surnames of both, e.g., (Heilbrun & Gray, 2005, p.123). If the work has four or more authors/editors the abbreviation ‘et al.’ should be used after the first author’s name (Scott et al., 2016, p.56). It is also acceptable to use ‘et al.’ after the first author if the work has three authors.

Sometimes, the author of a document is not a person, but an institution or a corporation, e.g., Department of Culture, Media and Sport. In this case, the reference of the first time quotation includes full name of the organisation (Department of Culture, Media and Sport, 2001, p.23), and thereafter the abbreviation of name (DCMS, 2001, p.23).

If there are several quotations by the same author in the thesis, that are excerpted from different publications of the same year, both in the reference and in the list of references, the letters of the alphabetical order are written next to the publishing year, e.g., (Hesmondhalgh 2003a, p.25), (Hesmondhalgh 2003b, p.46). In the list of references:

Hesmondhalgh, D., 2003a. *The cultural industries*. London: Sage Publications.

Hesmondhalgh, D., 2003b. Media and Cultural Policy as Public Policy. *International Journal of Cultural Policy*, 11 (1): 95-109.

Another way of using the works of other authors is **retelling** or paraphrasing. Retelling is a non-verbal citation. It is used in cases when it is necessary to discuss concept or theory in a concise way, compare it with other concepts, etc. The retelling is not marked by quotes, but it must have reference to the source, e.g., (Hesmondhalgh, 2003a, pp.25-40). Page numbers are included in the reference when the idea is described in a specific section of the book or article. If it is developed in the entire quoted source, it is enough to indicate the author's surname and the publishing year (Hesmondhalgh, 2003a). The reference is placed in the text after the retelling. When retelling, it is necessary to be precise and not distort thoughts of the author.

The third way to use works of other scholars is **mentioning**. It is used in cases when there is no need to represent the whole theory or conception but only to mention the most important and well-known authors of it and demonstrate the popularity of the theory, its influence or various modifications. For example, when exploring the phenomenon of motivation, one can briefly discuss the tradition of its research by mentioning Maslow's hierarchy of needs, Two-Factor theory of Herzberg, the ERG theory etc. In this case, the reference includes authors' surnames and years of publications where the phenomenon is investigated, e.g., (Maslow, 2009; Herzberg 2005; Alderfer, 2007; McClelland 2008).

Sometimes a scientific work is quoted not from the primary source but from another book or article. This is a case of **secondary referencing**. Secondary references are allowed when the primary source is not available, but **secondary referencing should be avoided wherever possible, and students should always try to find the original work**.

In secondary referencing, the author of the primary source and the author of the work from where the quotation is taken should be indicated, for example:

According to Stenström (2000) as cited by Røyseng (2008, p.37), the explanation of the 'late arrival' of arts management tradition in Nordic countries is often related to the financial role of public authorities in Nordic cultural policy.

The case of secondary referencing in the list of references is described as follows:

Stenström, E., 2000. *Konstiga företag*. Stockholm: Handelshögskolan, quoted in Røyseng, S., 2008. Arts management and the autonomy of art, *International Journal of Cultural Policy*, 14:1, 37-48, Available at:<<https://doi.org/10.1080/10286630701856484>> [Accessed 20 01 2018].

4.3.2. List of references

The list of references should be compiled on the same style as referencing in text. The Harvard style lays down standards for the order and content of information in the reference list. Some variations of presentation are acceptable if they are used consistently. Each item in the Harvard style list of references must include *authorship, year and title of the publication, place of publication and publisher*.

For example, the elements of the **book** reference:

Author, Initials., Year. *Title of book*. Edition. (only include this if not the first edition) Place of publication (this must be a town or city, not a country): Publisher.

Frey, Bruno S., 2000. *Arts and economics. Analysis and cultural policy*. Berlin: Springer.

Klein, A., 2001. *Kulturmarketing*. München: Deutscher Taschenbuch Verlag.

The required elements of the **articles from printed sources**:

Author, Initials., Year. Title of article. *Full Title of Journal*, Volume number (Issue/Part number), Page number(s).

Garnham, N., 2005. From cultural to creative industries. *International Journal of Cultural Policy*, 11(1), pp.95-109.

If a book or an article has **several authors/editors**, but not more than three, all surnames should be indicated. If there are more than three authors/editors, the surname of the first one is indicated, and 'et al.' is added. For example:

Bradford, G., Gary, M., Wallach G., (eds.) 2000. *The politics of culture: policy perspectives for individuals, institutions and communities*. New York: The New Press.

Brans, K., et al. (eds.) 1998. *The media in Question: popular cultures and public interests*, London: Sage Publications.

Sometimes, the authors of documents are not persons, but **corporate bodies**. In this case, the authorship belongs to the organisation:

DCMS (Department of Culture, Media and Sport). 1998. *Creative Industries Mapping Document*, London: Department of Culture, Media and Sport.

If a source of information does not have any authors, publishing date or publisher, one must be very cautious about using it as a supporting evidence material. ***The reliability and scientific value of anonymous sources are very dubious.***

References of **electronic** information sources include the same elements as the printed ones and have two additional elements, i.e., web address and accession date:

Authors, Initials., Year. Title of article. *Full Title of Journal or Magazine*, Available at: web address (quote the exact URL for the article) [Accessed date].

For example:

Ploeg van der, F., 2005. The making of cultural policy: an European perspective, *CESifo Working Paper*, No. 1524, August. Available at: <https://ideas.repec.org/p/ces/ceswps/_1524.html>, [Accessed 02 01 2018].

Council of Europe/ERICarts. 2007. *Compendium of cultural policies and trends in Europe*. Available at: <<http://www.culturalpolicies.net/web/index.php>>, [Accessed 02 01 2018].

If an e-journal article or e-book is available in a print version as well, the reference should be made as for the print source. This is usually the case of articles and books in pdf format.

The references of electronic sources can not have a web address only! This is a rough error that shows the lack of elementary academic work skills.

General rules of compiling the list of references:

- The list is ordered alphabetically by primary authors' surnames. All referred books, journals, etc. are listed in one list, not in separate lists according to source type. The sources in other languages (e.g., German, French) are listed in one common list, not in separate lists according to language.
- If there are authors with the same surname, their articles or books are listed according to name initials: Smith, A., Smith, J., Smith, P. etc.
- If there are several publications of the same author, they are listed in chronological order from the oldest ones to the newest.
- If there is more than one reference by the same author in the same year, they must be distinguished in the order of publication using a lower-case alphabetical suffix after the year of publication (e.g., 2005a, 2005b, 2006c etc). The same suffix is used to distinguish that reference in the in-text citations.
- The list of references must be numbered.

More information about Harvard style referencing is available on the websites of various universities and online referencing generators.

4.4. Formatting appendices

Appendices should be formatted according to the following rules:

- Each appendix is placed on a new sheet. The word APPENDIX (in bold capital letters, Times New Roman, size 12 pt, right alignment) is placed in the upper right corner of the sheet.
- The title of each appendix should be placed in the centre of the sheet and written in capital letters.
- If MA thesis contains more than one appendix, they are numbered in sequence and marked in Arabic numerals: APPENDIX 1, APPENDIX 2 etc.
- If there are less than 5 appendices, their titles and page numbers are displayed in the table of contents. If there are more than 5 appendices, MA thesis should contain a separate list of appendices that is placed before the first appendix. The heading of the list of appendices and its page number should be displayed in the table of contents.
- The text of MA thesis should contain references to the appendices (e.g. Appendix 6).

4.5. Review questions and additional literature

Review questions:

- What requirements are set for formatting the MA thesis text?
- What are the requirements for formatting tables and figures?
- How the list of MA thesis references is compiled?
- What requirements are set for formatting the MA thesis appendices?

Additional literature:

1. Rienecker, L., Jørgensen, P. S., Skov, S. 2013. *The Good Paper – A Handbook for Writing Papers in Higher Education*, pp. 321–348. Denmark: Samfundslitteratur.
2. Anglia Ruskin University. 2017. *Harvard system*. Available at: <<https://libweb.anglia.ac.uk/referencing/harvard.htm>> [Accessed 24 01 2018]

5. MASTER'S THESIS DEFENCE

5.1. Preparation for MA thesis defence

MA thesis can be defended by those students who have carried out the entire study programme. Whether the study programme has been carried out is determined by the chairperson of the study programme committee and Vice-Dean for Academic Affairs. A permission to defend an MA thesis is documented following the Dean's order.

Thesis are defended during the exam session.

The scientific adviser evaluates the thesis only after it has been uploaded to the VU information system. The thesis may be defended only after receiving approval from the scientific adviser that the thesis was written using correct language, complies with the requirements and can be defended.

The scientific adviser must inform the student about the decision on whether the thesis can or cannot be defended 5 days before the first sitting of the final thesis defence commission. The scientific adviser's decision on permission to defend the final thesis is included in the Warranty (Appendix 10).

If the scientific adviser of the MA thesis decides that the thesis has been prepared incorrectly and cannot be defended, or if the scientific adviser refuses to accept the thesis because it was prepared without his/her participation, the student has the right to appeal to the Commission and ask for permission to defend the thesis. The application and the final thesis must be submitted to the commission at least 4 days before the first sitting of the Commission but no later than in two working days after the scientific adviser has submitted his/her decision on the thesis being unsuitable to defend to the author or refusal to accept the MA thesis.

Having deliberated about the student's motifs, the Commission decides whether the student can defend the thesis. This decision is documented in the minute of the Commission and published during the Final Thesis Defence Sitting.

The head of the root academic department or study programme committee appoints reviewers at least 7 (seven) working days before the defence of the final thesis. The final thesis is submitted to the reviewer. The reviewer collects the student's thesis at the division. Employees of other departments or other institutions and social partners may be invited to act as reviewers. Information on the appointed reviewer is entered in the system by administrators at least 1 working day before the defence.

The final thesis defence commission (hereinafter – commission) is appointed following by a rendering of the Dean of the faculty (head of the stem department) and an order of the Rector. The commission is made up of 5-7 members; the chairperson or at least one of the members must be from another institution (representatives of social partners or scientists of other universities or educational institutions).

A reviewer submits a written review of the thesis to the administrator of the Department and e-mails it to the student using the e-mail address provided in the system at least 1 (one) working day before the thesis defence. If the review is not received by the student in a timely manner, s/he may submit an application to the chairperson of the commission on determination of a later date of the defence.

5.2. Defence

The MA thesis defence is public and is carried out during a setting of a commission appointed by the Rector following the order as defined by the Faculty's Council.

At the request of the scientific adviser, head of the root academic department or the chairperson of the study programme committee, the final thesis whose results are not to be published may be defended in a closed sitting of the Commission. In this case, a certain part of the sitting is announced closed by the Commission.

A closed final thesis defence may be organised at the request of the institution where the final thesis was prepared if data that cannot be made public (secret) were used. The institution that requests a closed defence applies in writing to the head of a respective department at least 1 (one) month before the start of the final thesis defence of a respective study programme.

The permission to organise a closed defence is documented following the order of the head of the department having coordinated it with the head of the department and the chairperson of the Commission. In case of a closed defence, the make-up of the Commission and candidacy of the reviewer are coordinated with the institution requesting a closed defence. At least half of the Commission of the closed defence must be employees of the University. A defence sitting may involve, in addition to the members of the Commission and the student, the scientific adviser and the reviewer. If necessary, the members of a closed defence shall sign a confidentiality agreement.

On the day of the defence the root academic department presents the thesis, a permission to defend the thesis signed by the scientific adviser together with the Guarantee and the reviewer's review to the final thesis defence commission.

The defence begins with a presentation of the final thesis that is up to 15 minutes. The presentation is a speech prepared by the author in advance and accompanied by visual material. This material may include slides or a presentation prepared using presentation software.

The presentation includes the following:

- The title slide that includes the title of the university, the title of the root academic department, title of the thesis, author's name and surname, scientific adviser's academic degree, his/her name and surname, a year of thesis preparation;
- presentation of the problem;
- presentation of the object, aim and objectives of the thesis;
- presentation of the methods employed in the thesis;
- presentation of the most important results of the theoretical part;
- presentation of the most important results of the empirical/practical part;
- presentation of conclusions and suggestions (recommendations).

The presentation should include a total of approx. 15 slides. Presentations of written academic works of the students of the Institute are prepared using official Vilnius University templates.

A slideshow presentation must have a clear structure and unified style. All the slides excluding the title slide must be numbered and marked with the title of the representing university as well as the name and surname of the author.

The slides should not be overcrowded with text. They should include the main information that is directly related to the content of the presentation. It is important to thoroughly read the text in the slides as it should not include any grammatical or spelling mistakes. Since every presentation has a time limit, it is important to make sure that the presentation does not significantly exceed this limit.

If a slide does not present an illustrative quote, the text should be divided into thematic bullet points that are recommended to be formulated following consistent grammatical structure. The "6 x 6" rule should be followed, i.e., the text should be structured in a way that one line contains 6 words at most, and one slide contains 6 bullet points (lines) at most. If a slide includes quotes from scientific sources, they must be highlighted in the slide.

The text should be presented in a dark colour and be in contrast with the background of the slides. One slide should not include more than two or three different fonts, very decorative or elaborate font style or animations that would distract the audience.

The font size in the slides should be at least 20 pt, and the font size of the headlines – at least 30 pt. Since the size and clarity of a font depends on its style, the chosen style should be assessed objectively and critically, and the most suitable font should be chosen. Font style and size of each segment (e.g. a headline) should be the same in all the slides.

The presentation is evaluated according to the following criteria:

- Clear presentation of the aim, scientific problem, research strategy and methods or vision and its implementation methods, thesis results;
- Quality of discussion of the defence statements, reflection of the vision or novelty and originality of the project;
- Quality of conclusions (their validity);
- Correctness of the final thesis speech;
- Quality of the speech (clarity, loudness, eye contact with the audience);
- Quality of visual demonstration of the material (using slides, a multimedia projector, etc.);
- Management of questions (quality of answers, discussion);
- Time management (suitable use of time for the presentation).

After the presentation of the thesis, the reviewer states his/her opinion on the final thesis and asks the author questions. If the reviewer cannot be present during the defence, the chairperson of the commission reads the written review. Other members of the commission as well as the persons taking part in the public defence may ask questions.

The author of the thesis has an opportunity to respond to the reviewer's remarks and answers his/her questions and other questions asked by the commission or other persons present in the public defence.

The final thesis is evaluated by each member of the Commission, and the evaluations are averaged. The final evaluation must be approved by all the members of the Commission. The members of the Commission approve the evaluation by voting, and the decision is made by simple majority. If the opinions on the final evaluation are equal, the evaluation is determined by the chairperson of the final thesis defence commission. In cases when the chairperson of the Commission cannot vote because s/he is the scientific adviser of the thesis under evaluation and the evaluations of the Commission distribute equally, the evaluation is determined by the deputy chairperson of the Commission. If the scientific adviser is a member of the Commission, s/he cannot vote when making a decision on the final evaluation of the final thesis s/he is the scientific adviser of.

All the evaluations are announced in the end of the defence sitting. If the defence was successful, the student is awarded a Master's degree and qualification by the Commission.

The minute of the final thesis defence is signed by all the members of the commission who were present during the defence. The decision of the final thesis commission is final and cannot be appealed against.

After the defence, the thesis is returned to the root academic department where it is stored as required. A student who could not defend or failed at defending his/her final thesis is expelled from the University. Having signed a respective agreement, it is possible to defend the final thesis for the second time not earlier than during the following semester. In cases when the Department does not hold a final thesis defence the following semester, the defence is possible next academic year.

Should the student fail to defend the final thesis for the second time with a respective agreement signed, a new final thesis must be prepared.

If a student carries out a serious breach of academic honesty as defined in Section 4 of the Code of Academic Ethics of Vilnius University "Norms of Study Ethics" and used plagiarism (another author's text without quotation marks; introduction of another author's idea, illustration or data without referencing to the source), the student is expelled from the university with no right to defend the thesis in the future.

5.3. Review questions and additional literature

Review questions:

- What is the process of the MA thesis defence?
- What functions do the defence commission and the reviewer carry out?
- What must the presentation of the MA thesis include?

- What are the criteria for the evaluation of the MA thesis presentation?

APPENDICES

LIST OF APPENDICES

APPENDIX 1	The first title page of Master's thesis.....	36
APPENDIX 2	The second title page of Master's thesis.....	37
APPENDIX 3.1	Example of table of contents of the analytical research based MA thesis..	38
APPENDIX 3.2	Example of table of contents of the applied project based MA thesis.....	39
APPENDIX 4	Example of the list of abbreviations.....	40
APPENDIX 5	Example of the list of tables and figures.....	41
APPENDIX 6	Example of the list of appendices.....	42
APPENDIX 7	Example of the heading of summary in Lithuanian.....	43
APPENDIX 8	Form for the review of the MA thesis.....	44
APPENDIX 9	Examples of tables and figures formatting.....	46
APPENDIX 10	Form of warranty.....	48
APPENDIX 11	Final thesis preparation timetable.....	49

THE FIRST TITLE PAGE OF MASTER'S THESIS

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VILNIUS UNIVERSITY	(14 pt. bold)
KAUNAS FACULTY	(14 pt. bold)
INSTITUTE OF ECONOMICS, FINANCE AND MANAGEMENT	(12 pt)
Arts Management study programme	(12 pt)
Code XXXXXXXXX	(12 pt)
NAME SURNAME	(14 pt)
MA THESIS	(14 pt)
TITLE OF THE MASTER'S THESIS	(14 pt. bold)
Kaunas	(14 pt)
20...	(14 pt)
	Pag e bor der

**EXAMPLE
OF TABLE OF CONTENTS OF THE ANALYTICAL RESEARCH BASED
MA THESIS**

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TABLE OF CONTENTS

LIST OF ABBREVIATIONS.....	X
LIST OF TABLES AND FIGURES.....	X
INTRODUCTION.....	X
1. TITLE OF THE THEORETICAL PART.....	X
1.1. Title of chapter.....	X
1.2. Title of chapter.....	X
1.2.1. Title of sub-chapter.....	X
1.2.2. Title of sub-chapter.....	X
2. TITLE OF THE EMPIRICAL PART.....	X
2.1. Title of chapter.....	X
2.1.1. Title of sub-chapter.....	X
2.1.2. Title of sub-chapter.....	X
2.2. Title of chapter.....	X
2.2.1. Title of sub-chapter.....	X
2.2.2. Title of sub-chapter.....	X
2.3. Title of chapter.....	
CONCLUSIONS AND RECOMMENDATIONS.....	X
SUMMARY.....	X
LIST OF REFERENCES.....	X
LIST OF APPENDICES.....	X

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**EXAMPLE
OF TABLE OF CONTENTS OF THE APPLIED PROJECT BASED
MA THESIS**

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TABLE OF CONTENTS

LIST OF ABBREVIATIONS.....	X
LIST OF TABLES AND FIGURES.....	X
INTRODUCTION.....	X
1. TITLE OF THE THEORETICAL PART.....	X
1.1. Title of chapter.....	X
1.2. Title of chapter.....	X
1.2.1. Title of sub-chapter.....	X
1.2.2. Title of sub-chapter.....	X
2. TITLE OF THE EMPIRICAL PART.....	X
2.1. Title of chapter.....	X
2.1.1. Title of sub-chapter.....	X
2.1.2. Title of sub-chapter.....	X
2.2. Title of chapter.....	X
2.2.1. Title of sub-chapter.....	X
2.2.2. Title of sub-chapter.....	X
2.3. Title of chapter.....	X
CONCLUSIONS AND RECOMMENDATIONS.....	X
SUMMARY.....	X
LIST OF REFERENCES.....	X
LIST OF APPENDICES.....	X

EXAMPLE OF THE LIST OF ABBREVIATIONS

Page border

LIST OF ABBREVIATIONS

CI – Cultural industries

EU – European Union

IT – Information technologies

OECD – The Organisation for Economic Co-operation and Development

PR – Public relations

Page border

EXAMPLE OF THE LIST OF TABLES AND FIGURES

Page border

LIST OF TABLES AND FIGURES

Tables

Table 1 Table title.....	X
Table 2 Table title.....	X
Table 3 Table title.....	X
Table 4 Table title.....	X
Table 5 Table title.....	X
Table 6 Table title.....	X

Figures

Figure 1 Figure title.....	X
Figure 2 Figure title.....	X
Figure 3 Figure title.....	X
Figure 4 Figure title.....	X
Figure 5 Figure title.....	X
Figure 6 Figure title.....	X
Figure 7 Figure title.....	X
Figure 8 Figure title.....	X
Figure 9 Figure title.....	X

EXAMPLE OF THE LIST OF APPENDICES

Page border

LIST OF APPENDICES

APPENDIX 1 Appendix title.....	X
APPENDIX 2 Appendix title.....	X
APPENDIX 3 Appendix title.....	X
APPENDIX 4 Appendix title.....	X
APPENDIX 5 Appendix title.....	X
APPENDIX 6 Appendix title.....	X
APPENDIX 7 Appendix title.....	X
APPENDIX 8 Appendix title.....	X
APPENDIX 9 Appendix title.....	X

Page border

EXAMPLE OF THE HEADING OF SUMMARY IN LITHUANIAN

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Surname, Name. (YYYY). *Title of the thesis* (in Lithuanian). Magistro
baigiamasis darbas. Kaunas: Vilniaus universiteto Kauno fakultetas. XX psl.

S A N T R A U K A

FORM FOR THE REVIEW OF THE MA THESIS

**Review
of the VU Kaunas Faculty**

Master student's name and surname

MA thesis _____

title

Advantages of the MA thesis

.....

Limitations of the MA thesis

.....

Questions for the student:

1. _____
2. _____
3. _____

Work evaluation criteria:

	Criterion	Evaluation
a	<p>Quality of introduction</p> <p>Analytical empirical research based MA thesis – consistency and particularity of reasoning for the relevance and novelty of the chosen problem, relevance of the work object, aim and objectives of the work for the exploration of the chosen problem, revelation of the theoretical and practical significance of the work.</p> <p>Project based MA thesis – particularity and consistency of grounding for the relevance and novelty of the chosen project conception, suitability of the project aim and objectives for the resolution of chosen problem, establishment of theoretical and practical value of the project.</p>	ax0,2
b	<p>Quality of theoretical part</p> <p>Analytical empirical research based MA thesis – consistency, analytical approach to information, relevance to work object and objectives, sufficiency for the empirical exploration of the problem, validity of the theoretical model and significance of its contribution to the development of art management theory.</p> <p>Project based MA thesis – originality of the project conception, particularity, consistency and validity, sufficiency of the used materials for the evaluation of significance of the project results, significance of contribution to the development of art management theory.</p>	bx0,3
c	<p>Quality of empirical part</p> <p>Analytical empirical research based MA thesis – relevance of the research methodology for the analysis of research problem; consistency and particularity of the research methodology; relevance, reliability and validity of the data collection and data analysis methods, instruments and procedures; correctitude of the analysis of the collected data, reliability, validity and generalizability of the research results, practical value of the results.</p> <p>Project based MA thesis – amounts of the project implementation activities, timeliness of the project stages, achievement of the expected results, grounding and particularity of the analysis of the project implementation process, practical significance of the results, technological accomplishment, quality of presentation (exhibition, demonstration, etc.) of the creative project.</p>	cx0,3

d	Quality of conclusions and recommendations Analytical empirical research based MA theses – validity of presentation and summarization of all results of the work, correctitude of formulations of statements, reverberation of resolutions of the work objectives, theoretical and practical value of the recommendations. Project based MA theses – presentation of the project results and validity of summarization, correctitude of the formulations, representation of resolutions of the objectives, practical value of the recommendations.	dx0,1
e	Quality of work with literature – quality of list of references (correspondence to the methodological requirements), number and quality of the used and cited sources of information (min. 30 academic sources), accuracy of referencing (correspondence to the Harvard system).	ex0,05
f	Quality of work formatting – correspondence to the methodological requirements, correctitude of grammar and writing style.	fx0,05

Final evaluation of the theses $\frac{a+b+c+d+e+f}{6}$ (rounded grade)

yyyy/mm/dd _____
Kaunas

Reviewer:

(scientific degree, name, surname, signature)

EXAMPLES OF TABLES AND FIGURES FORMATING

If the table is not created by the author of the MA thesis, but taken from any other information source:

Table N

Title of the table

Source: Throsby, D. 2010. *Economics and Culture*. Oxford: Oxford UP, p. 126.

If the table is created by the author of the MA thesis on the basis of one source of information:

Table N

Title of the table

Created on the basis of Throsby, D. 2010. *Economics and Culture*. Oxford: Oxford UP, pp. 125–126.

If the table is created by the author of the MA thesis on the basis of several sources of information:

Table N

Title of the table

Created on the basis of Throsby, D. 2010. *Economics and Culture*. Oxford: Oxford UP, pp. 125–126; Tabellini, G. 2008. Institutions and culture, *Journal of the European Economic Association*, 6(2/3), pp. 255–256.

If the figure is not created by the author of the MA thesis, but taken from any other information source:

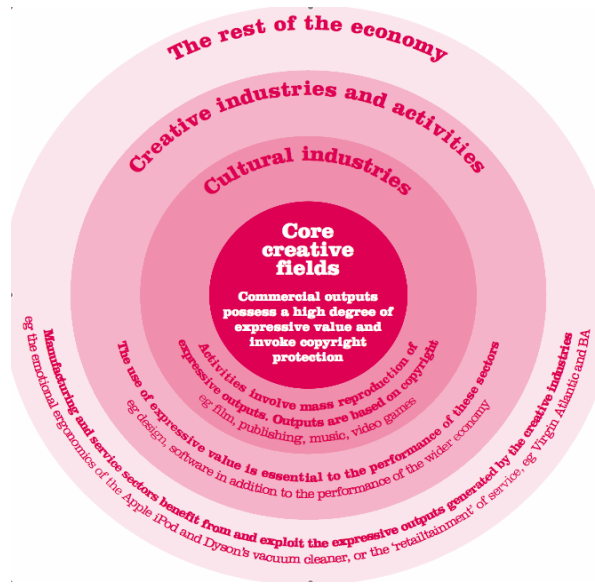


Figure N. Title of the figure

Source: DCMS. 2007. *Staying ahead: the economic performance of the UK's creative industries*. London: DCMS, pp. 25.

If the figure is created by the author of MA thesis on the basis of one source of information:

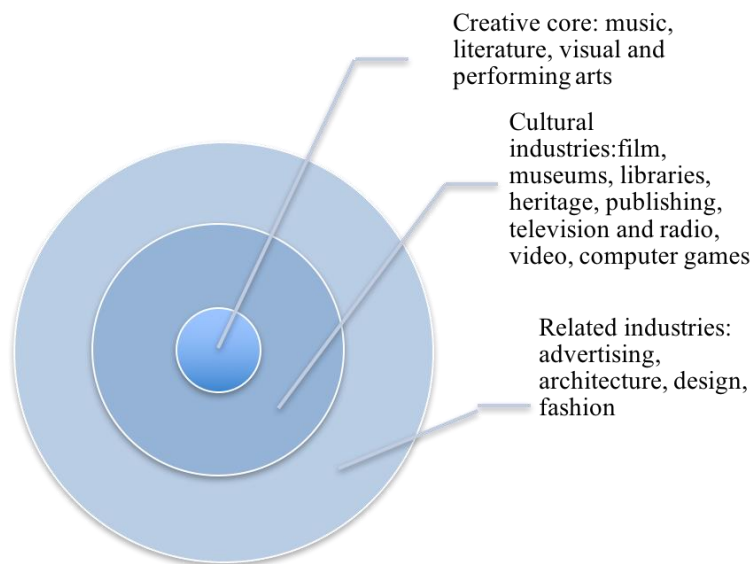


Figure N. Title of the figure

Created on the basis of Throsby, D. 2010. *Economics and Culture*. Oxford: Oxford UP, pp. 125–126.

FORM OF WARRANTY
(the form should be completed online, printed and signed)

**Vilniaus universiteto studijuojančiojo,
teikiančio baigiamąjį darbą,
GARANTIJA**

Vardas, pavardė:
Padalinys:
Studijų programa:
Darbo pavadinimas:
Darbo tipas:

**WARRANTY
of Vilnius University Student Thesis**

Name, Surname:
Faculty:
Study programme:
Thesis topic:
Thesis type:

Garantuojau, kad mano baigiamasis darbas yra parengtas sąžiningai ir savarankiškai, kitų asmenų indėlio į parengtą darbą nėra. Jokių neteisėtų mokėjimų už šį darbą niekam nesu mokėjęs.

Šiame darbe tiesiogiai ar netiesiogiai panaudotos kitų šaltinių citatos yra pažymėtos literatūros nuorodose.

Aš, [Vardas Pavardė], patvirtinu (pažymėti)
I, [Name Surname], confirm (check)

I guarantee that my thesis is prepared in good faith and independently, there is no contribution to this work from other individuals. I have not made any illegal payments related to this work.

Quotes from other sources directly or indirectly used in this thesis, are indicated in literature references.

Patvirtinu, kad baigiamasis darbas yra pateiktas į Vilniaus universiteto studijų informacinę sistemą.
I declare that this thesis is submitted to the Vilnius University Study Information System.

(vardas, pavardė / name, surname)

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(data / date)

Embargo laikotarpis / Embargo period

Prašau nustatyti šiam baigiamajam darbui toliau nurodytos trukmės embargo laikotarpį:
I am requesting an embargo of this thesis for the period indicated below:

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Embargo laikotarpis nereikalingas / no embargo requested.

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Kamieninio akademinio padalinio (šakinio akademinio padalinio) patvirtinimas, kad atspausdintas baigiamasis darbas buvo pateiktas ir užregistruotas:

(vardas, pavardė)

(parašas)

(data)

FINAL THESIS PREPARATION TIMETABLE

APPROVED

by Resolution of Minute No. X at the X January 2018
meeting by the Arts management study program committee,
Vilnius University Kaunas Faculty

Topic of MA thesis _____ Approved by the scientific adviser _____

(date, signature)

Student's name, surname _____

Scientific adviser's name, surname _____

Description of tasks	Deadline for task implementation	Actual date of task implementation	Scientific adviser's signature	Notes
Discussion of the thesis topic with the scientific adviser	Until the 10 th of September			
Presentation of project preparation and theoretical data collection results in a methodological seminar	Until the 30 th of September			
Implementation of the project and presentation of the theoretical part to the scientific adviser	Until the 1 st of November			
Presentation of the first draft of the thesis to the scientific adviser	Until the 6 th of December			
Uploading of the final copy of the thesis to the VU information system	Until the 6 th of January			
Registration of the final thesis at the Department of Philosophy and Cultural Studies	Until the 6 th of January			

Note: 1. The MA thesis must be submitted to the Department and uploaded to the information system of Vilnius University.

2. This MA thesis preparation timetable must be attached to the appendices of the MA thesis.

Audronė Rimkutė, Virginija Jurėnienė, Aurelija Novelskaitė
Methodological guidelines for writing Master's thesis. – Vilnius: Vilniaus universitetas,
2018. – 50 p.

ISBN 978-609-459-977-4

Metodinėje priemonėje pateikiami magistro darbo rengimo nurodymai ir patarimai. Pirmasis skyrius skirtas magistro darbų struktūrai ir bendriesiems jų reikalavimams paaiškinti. Tolimesniuose skyriuose apžvelgiami ir aiškinami struktūrinių magistro darbo dalių rašymo principai ir reikalavimai joms, pateikiami apiforminimo reikalavimai, išaiškinama magistro darbų gynimo tvarka. Pabaigoje pateikiami magistro antraštinių lapų, turinio, santrumpų sąrašo ir kitų pagalbinių magistro darbo dalių pavyzdžiai.

Audronė Rimkutė, Virginija Jurėnienė, Aurelija Novelskaitė
METHODOLOGICAL GUIDELINES FOR WRITING MASTER'S THESIS
Metodinė priemonė

Anglų kalbos redaktorė *Brigita Brasienė, Gintarė Aleknavičiūtė*

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