

**UTENA HIGHER EDUCATION INSTITUTION
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DEPARTMENT OF BUSINESS AND PUBLIC MANAGEMENT**

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**GUIDELINES FOR FINAL THESIS IN PROFESSIONAL BACHELOR'S
DEGREE PROGRAMMES OF THE DEPARTMENT OF BUSINESS AND
PUBLIC MANAGEMENT**

Methodological Aid

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1. GENERAL PROVISIONS FOR THE PREPARATION OF A THESIS

The purpose of this guide is to outline the basic requirements for the preparation, formatting, and presentation of a final thesis for students enrolled in the study programmes offered by the Department of Business and Public Management of the Faculty of Business and Technology, at Utenos Kolegija / Utena Higher Education Institution.

Information taken from the *Procedure for Organizing Final Exams and for the Preparation, Submission, Defence, and Evaluation of Final Projects at Utenos Kolegija / Utena Higher Education Institution* (2024)¹.

The final thesis (hereinafter referred to as "FT") is an independent piece of work by a student that demonstrates the student's ability to integrate individual course subjects, organize the theoretical knowledge acquired, apply research skills to specific contexts, and reveal the level of the student's achieved learning outcomes and results. The thesis is prepared after the student has completed all courses and professional internships required by the study programme, following an order from the dean confirming the student's chosen topic and appointing a thesis supervisor. The student prepares the thesis independently, consulting (in person or remotely) with the thesis supervisor.

The topic of the final thesis. The thesis topic is proposed to the student by the thesis supervisor, the professional internship supervisor, social partners, or clients (in the case of a commissioned thesis), or the student selects the topic independently. A student proposing their own topic must justify their choice and coordinate it with their thesis supervisor. The student must finalize the thesis topic no later than two months after the start of the final academic year.

In the study programmes of the Department of Business and Public Management, the topic of the professional bachelor's final thesis must address issues facing businesses that are relevant to the regional, Lithuanian, or international markets, or to the activities of specific businesses or organizations, and must be oriented toward contemporary perspectives in science, technology, and business development. These topics must be suitable for conducting a multifaceted analysis and for developing effective management decisions or recommendations, based on the knowledge and skills acquired during the course of study.

¹ Procedure for Organizing Final Exams and for the Preparation, Submission, Defence, and Evaluation of Final Projects at Utenos Kolegija / Utena Higher Education Institution (2024) Available in Lithuanian.

https://www.utenos-kolegija.lt/upload/file_manager/Kolegija/Dokumentai/2025/Teisiniai%20dokumentai/Utenos%20kolegijos%20baigiam%C5%B3j%C5%B3%20egzamin%C5%B3%20organizavimo%20ir%20baigiam%C5%B3j%C5%B3%20darb%C5%B3%20rengimo%20pateikimo%20gynimo%20ir%20vertinimo%20tvarka_ATNAUJINTA%202024.pdf

The supervisor of FT helps the student formulate the thesis topic, subject, aim, objectives and research questions; select appropriate research methods; and recommends sources of literature. The thesis supervisor is not responsible for the quality of the student's work. The student is responsible for preparing and formatting the thesis, as well as for the accuracy of the results, conclusions, and recommendations.

A student's FT topic and/or a supervisor may be changed only with the approval of the Head of the Department. The procedures and deadlines for such changes are established by the Department. The change is formalized by an order from the Dean.

Preparation of the FT. A separate schedule for FT preparation and submission is drawn up for each study programme, specifying which sections of the thesis must be written and submitted to the FT supervisor by a certain deadline, as well as the dates of planned interim thesis reviews, the FT defence at the Department, and the defence in the Qualifying Committee. The Department organizes methodological seminars during which students are introduced to the requirements for the thesis, methods of preparation, the structure of the thesis, and presentation requirements. Throughout the academic year, the Department organizes interim reviews of FT preparation. During these reviews, students present the preliminary outline of their FT, the theoretical section, and a list of literature and information sources. The Department determines the number and frequency of these reviews. **Students are required to attend in person the interim final thesis reviews.**

The use of Artificial Intelligence (AI) in preparing the Final Thesis. The FT must be prepared by the student independently. Artificial intelligence (hereinafter "AI") tools may be used only as an aid; however, they cannot replace independent thinking, analysis, and the process of preparing academic work. It is recommended that AI tools be used responsibly and purposefully, for example: for language editing (grammar, style), translation, generating text structure or ideas in the initial stages of thesis preparation, technical formatting, or clarifying terminology. When preparing a literature review or research methodology, analysing results, or formulating conclusions and practical recommendations, students must rely on their own independent academic analysis and scholarly sources. Content generated by AI may not be presented as the student's original work without proper attribution. When using AI tools, the student must ensure that no confidential, sensitive, or research-participant-related data is uploaded to the systems. Responsibility for the final content of the FT rests with the student in all cases.

A student who uses AI tools must specify the name of the AI tool, the date of use, and describe the purpose of its use. If content generated by AI is quoted or paraphrased, it must be cited in accordance with APA7 citation requirements. The use of AI must comply with the principles of academic integrity. Undeclared or improper use of AI may be considered a violation of academic ethics in accordance with the HEI's established procedures.

Plagiarism prevention. The first check of the FT is carried out no later than 3 working days before the final thesis is discussed at the department. The student must upload the final thesis to the location specified by the Head of the Department on VLE Moodle and perform a similarity check of the final thesis using the Turnitin tool. The total percentage of similarity, which is considered plagiarism, must not exceed 20 percent, and with one source – 7 percent. The written work may be considered unoriginal student work if the total similarity with other sources (with and (or) without indicating the source) makes up more than 50 percent of the entire written work. In this case, the supervisor of the final thesis submits a decision to the Head of the Department not to allow the public defence of the final thesis. The Head of the Department decides on further actions in accordance with Utena HEI's Study Regulations (paragraph 79). The second check of the work is carried out after the final thesis is discussed at the Department meeting. For students, the final thesis, discussed in the department, revised (if recommended by the Department) and fully completed no later than 10 working days before the defence of the final thesis at the Qualifying Committee, is uploaded to the repository of the Lithuanian Academic Electronic Library, following the instructions for students. Within 2 working days from the upload of the final thesis to the repository of the Lithuanian Academic Electronic Library, the thesis supervisor, following the instructions for teachers, reassesses the verification of the coincidence of the final thesis and, if no more than 20 percent coincidence with other works is found, approves the final thesis for defence. If a coincidence higher than 20 percent is found, the thesis supervisor does not approve the thesis for defence and submits a decision to the Head of the Department not to allow the defence of the final thesis.

Tips for avoiding plagiarism. Archive the information you find, create tables for systematic analysis, and do not forget to save web links separately. Avoid copying and pasting. Save the entire text separately and highlight the relevant sections in a different colour. If you copy excerpts, mark them as original text (with a different colour or font) so you do not forget to paraphrase them later, and save the source information, which you will need for citations. Present the information you find in your own words: paraphrase, summarize, and analyse. Do not forget to cite the source. Use quotation marks. Present direct quotes in quotation marks and cite the source. Choose only reliable sources. Do not use unreliable information, information of unclear origin, or unpublished sources, such as the following bibliographic databases: EBSCO; Ebook Central (Academic Complete), ProQuest; ScienceDirect, SAGE Journals Online, Taylor & Francis, Wiley Online Library, CORE.

Follow the citation guidelines. Cite correctly, following the methodological guidelines and other instructional materials on citing sources. You must use a single citation style. If you choose the APA style, authors' last names are listed throughout the text; if you choose the Vancouver style, use numbers.

Provide references. Always cite the sources you use in the text and in the bibliography. While working on your thesis, you can check your work using Turnitin, in consultation with your thesis supervisor. Use bibliographic management tools such as Zotero, Mendeley, and IFTTT². For more details on the procedures for checking for plagiarism in final theses: the Utena HEI Regulations on the Organization of Final Examinations and the Preparation, Submission, Defence, and Assessment of Final Theses³.

For more information on the preparation, submission, defence, and assessment of final thesis, please refer to the *Utena HEI Procedures for Organizing Final Examinations and for the Preparation, Submission, Defence, and Assessment of Final Theses* (2024).

² <https://www.lmb.lt/bibliografines-informacijos-tvarkymo-irankiai/>

³ <https://www.utenos-kolegija.lt/kolegija/teisine-informacija>

2. STRUCTURE OF THE FINAL THESIS

The final thesis consists of sections arranged in a specific order, as shown in Table 1:

Table 1. Structure of the Final Thesis

Sections of the Final Thesis	Explanations	Number of pages
Title Page	Submit according to the sample (see Annex 1)	1
Declaration by the Author of the Final Thesis	Submit according to the sample (see Annex 8) and insert it after the title page of the final thesis.	1
Table of Contents	List the titles of chapters and subchapters, along with their page numbers. The summary, introduction, conclusions and recommendations, references and other sources of information, and annexes are not numbered (see Annex 4). Chapter titles are numbered. A list of tables and a list of figures are provided after the annexes.	2-3
Summary (in English and in Lithuanian)	There should be 2 separate summaries: one in the English language and one in the Lithuanian language. They should not exceed 3,000 characters (recommended: no more than one page). See Annexes 2 and 3.	1
Introduction	Describe the relevance of the final thesis, identify the problem(s), and define the object, aim, objectives, methods, results, and scope of the final thesis (see Annex 6).	2-3
Terms and Abbreviations	Terms and abbreviations must be listed in alphabetical order.	1-2
Theoretical Part	This section of the final thesis must review and analyse various sources in the literature in which the issues discussed are related to the final thesis topic or which describe methods and the results obtained by applying them, which the student has used in his or her work. At least 10 percent of the sources must be by foreign authors. At least 50 percent of the sources must have been published within the last 5 years, while the remaining sources must not be older than 10 years. The theoretical part must be linked to the practical section of the thesis.	20
Practical - Research Part	Justify and describe the research methodology (formulate the research aim, research methods, etc.; describe the organization of the research and the	20-25

Sections of the Final Thesis	Explanations	Number of pages
	statistical methods used for data processing). Describe the subject of the research (a company, organization, etc.), conduct the research, analyse, and summarize the research/analysis data. When analysing the results of the research, it is necessary to present them in a visual format: graphs, tables, figures, formulas, and indicators.	
Conclusions and recommendations	Formulate the most important conclusions based on the analysis of the theory and research findings. Recommendations are provided. Conclusions are the response to the aim and objectives set at the beginning of the final thesis. Recommendations are specific measures outlined in the work for addressing the identified problem(s). Conclusions and recommendations are formulated in a specific and concise manner.	1-2
Literature and other Sources of Information	Provide bibliographic citations for the literature and other sources of information used, in accordance with the specified requirements (see Annex 7). Citations should be provided in the original language.	2 and more
Annexes	Include annexes that supplement the paper (e.g., survey questionnaires, interview questions and answers, large tables, diagrams, primary sources of information, and other supplementary material). Annexes should be numbered separately. The text should include references to the annexes.	

The final thesis should be 45–55 pages long (excluding annexes).

Table of contents. The table of contents lists, in order, the titles of all the structural sections of the final thesis and the page numbers where they begin (see Annex 4). The titles of the chapters and subchapters in the theoretical and empirical sections **are numbered**. The summary, introduction, conclusions and recommendations, literature and other sources of information, and annexes **are not numbered**. A list of tables and a list of figures follow the annexes.

Summary. Summary in English, and in Lithuanian. The summary should be no longer than one page (up to 3,000 characters). The text should briefly describe the relevance of the topic (no more than 1– 2 sentences), the aim and objectives of the work, describe the research methods used, present the most important results of the work, and outline the main conclusions. At the end of the summary, provide keywords – that is, the main terms relevant to the thesis topic or problem (no more than 5 words).

Introduction. The introduction typically presents the most general points that provide an overview of the topic. The introduction to a thesis briefly discusses the relevance and novelty of the topic, justifies the connection between the chosen topic and the research methodology and results, and cites the main authors whose work is used to support the chosen research methodology. **The object, aim, and objectives** of the final thesis are clearly defined.

The object of the research is the phenomenon or process selected by the author of the final thesis for theoretical and empirical analysis. The object of the research is derived from the final thesis topic.

The aim of the final thesis must correspond to the thesis topic. The aim should begin with a single active verb, followed by a statement of the thesis topic. Verbs **to use** in the aim: *analyse, determine, evaluate, compare, reveal, create, compile, prepare, formulate*. **Inappropriate verbs:** *clarify, investigate, write*, etc.

The objectives of the final thesis help achieve the stated aim of the paper. They are intended to describe the results of specific research steps; therefore, their wording must clearly indicate the expected outcome of a specific action. Each objective must begin with an active verb. **Verbs to use in objectives:** *define, distinguish, prepare, justify, reveal, describe, systematize, determine, evaluate, compare, identify, highlight, create, compile, model*. Each objective is presented in a single sentence, written on a new line, and numbered in sequence. The order in which the objectives are presented is also important. First, objectives related to the theoretical part are presented, followed by objectives focused on the practical-research part.

The introduction to the final thesis briefly presents **the research methods used** (e.g., analysis of scientific literature, questionnaire survey, observation, interviews, analysis of company documents, etc.) and briefly describes their purpose in the final thesis.

The practical significance of the final thesis is described. In other words, the final thesis justifies why it is relevant from an applied perspective – what value it creates for a specific organization, sector, or other entity.

The introduction concludes by listing the sections that make up the final thesis, the total number of pages (excluding annexes), and the number of annexes. For example, *the final thesis consists of an introduction, 2 parts, 3 conclusions, and a list of literature and other information sources of 46 entries; the length of the final thesis, excluding annexes, is 52 pages*.

Terms and abbreviations. In this section, the author explains how specific terms relevant to the final thesis are defined in it. Definitions of terms must be precise, detailed, and understandable. If the author also provides abbreviations for the terms used in the final thesis, an explanation of their meanings must also be included in this section, indicating that the corresponding abbreviation will be used throughout the final thesis.

Theoretical part. The theoretical section should analyse the most recent literature that appears to be most relevant to addressing the research problem. It is recommended to review at least 20 sources (of which at least 10 percent must be by foreign authors and at least 70 percent must have been published within the last 5 years, while the remaining sources should not be older than 10 years). To search for literature sources, the author should use databases (e.g., Emerald, EBSCO, etc.).

When analysing literary sources on the topic under consideration, the final thesis presents the definitions of various concepts and terms essential to the topic and provides a theoretical analysis of the issues raised. It is mandatory to analyse the literature, compare the views of various authors, indicating what and how different authors write on a specific issue, while drawing attention to the diversity of opinions, as well as common and differing assertions. It is important to reveal and systematize the views of various scholars on the problem under examination. The theoretical part must be analytical in nature, rather than descriptive (summary-style).

The title of the theoretical part cannot be abstract; it must be related to the problem being analysed. In this section, based on the sources of information, an analysis is conducted of the specific problem being addressed, which is related to the topic of the final thesis. When writing the final thesis, it is important to distinguish the author's own words from the text of other authors. Authorship must be clearly evident, and data must be verified and confirmed in the cited literature. Without clearly indicating the sources used, the thesis may be considered *plagiarism*. One can incorporate sources into their final thesis by paraphrasing, briefly summarizing in their own words, or directly quoting the authors.

The text must be written in academic language, characterized by stylistic features such as generalizations, logical reasoning, consistency, objectivity, factual accuracy, and conciseness. The theoretical part must conclude with a summary of the entire section.

Practical – Research part. This section justifies and presents the research methods used, the research process, and the results. The author analyses the situation and problems of a specific company or group of companies and seeks solutions to those problems. It explains what data will be used and for what purpose, as well as the methods used to collect it. The student may use statistical data, data from organizational documents, reports, surveys, interviews, or observational data, etc. A student wishing to conduct the research must coordinate with the company and obtain permission to do so (see Annex 9).

In the analytical part, the student must explain how the data was obtained and present:

- The main characteristics of the subject under analysis.
- A description of the methods used to obtain the results (surveys, interviews, analysis of statistical data, analysis of organizational documents, etc.).
- The application of the research method must be justified, i.e., it must be demonstrated

that this particular method will yield informative and reliable information.

- Analysis of the research results (questionnaires, interviews, reports, etc., are provided in the annexes).
- Identification of areas for improvement and justification of the need for such improvements.
- Economic calculations supporting the appropriateness of the decisions.

At the end of the practical part, it is recommended to include a separate subsection that presents and justifies the proposed solutions, specifically outlining what the student recommends the company should improve, etc.

Calculation data, indicators, and results must be presented in tables or graphically, accompanied by a summary explanation in the text. Raw analysis data are presented in the annexes, and the analytical section includes a reference to them. Large tables or other visual material must be included in the annexes.

It is recommended to conclude each chapter of the section with a summary, and the entire analytical part of the final thesis should conclude with the conclusions of the practical part.

Conclusions and recommendations. Conclusions are statements that summarize the results of the thesis. Conclusions should highlight the most important findings from the theoretical part and the empirical research. When writing the conclusions, follow these guidelines:

1. The conclusions should be **concise**. They should not contain unnecessary or irrelevant details. The statements in the conclusions should not include percentages based on the study results, tables, graphs, or references to sources of information.

2. The conclusions **must correspond to the aim and objectives of the final thesis**. It is generally recommended to formulate the conclusions as specific answers to the paper's objectives. Therefore, it is recommended to include as many conclusions as there are objectives. They **must be numbered**, should not be too long, and should not repeat text that has already been presented in the body of the thesis. Conclusions must not repeat text that the author has already written in the summaries of the thesis sections.

3. The conclusions must not contain generalizations regarding issues that were not addressed in the final thesis. When writing the conclusions, it is inappropriate to rely on personal experience that is not methodologically structured or on scientifically unsubstantiated opinions that were not discussed in the thesis. Furthermore, the conclusions should not contain quotations, as the author is expected to present a summary of their own work in this section, rather than paraphrase the statements of other authors.

4. In the conclusions, one may **mention the difficulties** that arose during the course of the work and **any shortcomings** that resulted from them. Pointing out the gaps and inaccuracies in the

work, while explaining the reasons for them, is not a shortcoming but rather an advantage that demonstrates that the author is honest, thorough, and competent.

Recommendations should be formulated concisely, based on the results of the empirical research conducted in this final thesis. They should be specific, feasible, well-founded, and targeted – that is, they should specify who they are intended for (companies, organizations, etc.). In the recommendations section, avoid general phrases such as “*improve*,” “*refine*”, and so on. It is advisable to present specific solutions to the research problem. Recommendations are written after the conclusions and are numbered.

Literature and other sources of information. The list of literature (references) and other sources of information is presented on a new page following the conclusions and recommendations, before the annexes, as a separate section.

The list of literature and other sources of information contains *bibliographic descriptions* of the sources – information about the source (author, year, title, etc.) presented in accordance with established rules, which helps to identify and locate the cited source. Sources in the list should be presented in accordance with the citation style used in the final thesis (see Section 3.2). Depending on the citation style used, bibliographic entries in the reference list may be arranged in alphabetical order – in which case they do not need to be numbered.

All sources of information cited in the text must be included in the bibliography. When writing the thesis, one should cite 20 or more sources of information. The bibliography must not include any sources that are not cited in the text.

3. REQUIREMENTS FOR THE FORMAT OF THE FINAL THESIS

3.1. Formatting Requirements

When preparing the final thesis, one must follow the formatting requirements listed in Table 2.

Table 2. **Formatting Requirements for the Final Thesis**

	Description
Page size	A4 (21x29,7 cm)
Margins	3 cm on the left side of the page, 1 cm on the right, and 2 cm at the top and bottom. The first line of each paragraph is indented 2.2 cm from the left margin of the text area.
Text font	<i>Times New Roman</i> , 12 pt
Line spacing	1,5
Remark	The spacing between the table/figure title and the reference indicating who created it must be 1.
Text Alignment	Mutual (<i>Justify</i>)
Page Numbering	- In Arabic numerals, starting on the second page (the page number is omitted from the title page), cantered in the top margin, without periods or dashes - Font size: 12 pt - The numbering is continuous, covering the bibliography and all annexes.
Highlighting information in the text	In bold , <i>italic</i> , or <u>underlined</u> font
Numbering of Structural Parts	Chapters and subsections of the final thesis are numbered using Arabic numerals
Sections of the final thesis	- Sections of the paper: TABLE OF CONTENTS, INTRODUCTION, SUMMARY, LIST OF TABLES, LIST OF FIGURES, CONCLUSIONS AND RECOMMENDATIONS, LITERATURE AND OTHER SOURCES OF INFORMATION, ANNEXES are formatted in bold, uppercase, 14-point font, cantered. - These sections are not numbered in either the text or the table of contents. - These sections of the final thesis begin on a new page. - No period is placed after the headings, and a single blank line is left below them.
Writing chapter titles (see Fig. 1)	- Bold, uppercase, 14-point font, cantered. - Do not place a period after headings; leave a one-line space.
Formatting Subchapter titles (see Fig. 1)	- Second-level sub-section headings (e.g., 1.1., 1.2., etc.) are formatted in 14-point font, in lowercase bold letters, capitalized, and cantered. - No period is placed after the headings; instead, a single blank line is left. - Third-level sub-section headings (e.g., 1.1.1., 1.1.2., etc.) are formatted in 12-point font, in lowercase bold letters, capitalized, and cantered.

	- Do not place a period after headings; leave a space equivalent to one blank line.
Annexes	- Each annex should be presented on a separate page. - Annexes should be numbered: Annex 1, Annex 2, and so on. - The annex number, the word "Annex", and the annex title should be written on the right-hand side in 12-point font. - All annexes must be discussed in the text with references to them. - Annexes are not included in the required page count. - A list of annexes is provided in the table of contents.
Tables (see Annex 5)	- Tables are numbered consecutively throughout the paper using Arabic numerals (e.g., Table 1). - The table title is written above the table in lowercase letters, starting with a capital letter, in bold, 12-point font, and cantered. - The word "table" and its number are not bolded. - For a cited table, the source and authorship must be indicated in parentheses after the table title. When referring to the table in the text, its number is cited.
Figures (see Annex 5)	- Figures are numbered consecutively throughout the work using Arabic numerals. - The abbreviation "Fig." and the figure number (without the abbreviation "No.") are placed before the figure caption (e.g., Fig. 1). - The title is written below the figure in lowercase letters, starting with a capital letter, in bold, 12-point font, and cantered. - The word "Fig." and the figure number are not bolded. - When referring to a figure in the text, its number is indicated (e.g., see Fig. 1). - If illustrations are taken from other publications, the source is cited.

NOTE: The main body of the part of the final thesis must be at least 1.5 pages long. The final thesis must contain at least two chapters, and each chapter must contain at least two subchapters.

1. SERVICE QUALITY ASSESSMENT METHODS (Level 1)

Font size 14 pt, bold, centred, uppercase, numbered, heading style

1.1. The Importance of Service Quality Assessment in Hotels (Level 2)

Font size 14 pt, bold, centred, lower case, numbered, heading style

1.1.1. The Concept of Service Quality (Level 3)

Font size 12 pt, bold, centred, lower case, numbered, heading style

Service quality is all about expectations..... (The main text)

Fig. 1. Numbering of the chapters of the final thesis and the headings of Level 2 and Level 3 subchapters

Annexes supplement, clarify and provide a more vivid illustration of the information presented in the main body of the work. The annexes may contain extensive tables, figures, detailed calculations, diagrams, graphs, charts, questionnaires, sample questionnaires, summaries and copies of documents, the results of the analysis of which are presented and discussed in the main text of the thesis, and other visual material that elaborates on or supplements the findings of the work. Copies of laws and other regulatory acts are not included in the annexes.

Annexes are separated from the main text by a page bearing the word **ANNEXES** in the optical centre of the page.

Title page of the final thesis. The title page of the FT must be formatted as shown in Annex 1. A separate title page is provided for each degree programme (see Annex 1 (annexes AP/Accounting – 1.1; TLV/Transport and Logistics Business – 1.2.; TPV/Management of Tourism Services – 1.3.; VVI/Business Management and Innovation – 1.4.)):

1) the name of the higher education institution, faculty and department are written in capital letters in font size 12. The spacing between these lines is 1.5 lines, centered;

2) position, name, surname of the person approving the thesis, and date. This text is written in 12 pt, lowercase letters, except for the first words of the entries and the first letters of the name and surname, the spaces between the lines of these entries are 1.5 intervals (1.5 Lines), aligned to the right;

3) the title of the final thesis is written in 14 pt, in bold capital letters, the spacing between the lines of these entries is 1.5 lines, centered;

4) work form: final thesis. This title is written in 12 pt, capital letters, the spacing between the lines of these entries is 1.5 lines, centered;

5) names, surnames of the author, date. This text is written in 12 pt, lowercase letters, except for the first letter of the first word, the spacing between the lines of these entries is 1.5 intervals (1.5 Lines), aligned right;

6) the supervisor, position, academic degree, name, surname, date. This text is written in 12 pt, lowercase letters, except for the first words of the entries and the first letters of the name and surname, the spaces between the lines of these entries are 1.5 intervals (1.5 Lines), aligned to the right;

7) the reviewer of the work, position, academic degree, name, surname, date. This text is written in 12 pt, lowercase letters, except for the first words of the entries and the first letters of the name and surname, the spaces between the lines of these entries are 1.5 intervals (1.5 Lines), aligned left;

8) place of preparation of the final thesis (in capital letters) and year, written in 12-point font, not bold.

The title page **cannot contain abbreviations**, except for pedagogical titles and academic degrees: **Lect., Assoc. Prof., Dr., Habil. Dr.** The pedagogical title is written first, then the academic degree, for example: Assoc. Prof. Dr. A. Jonaitis.

Text of the final thesis. The text of the FT is the main part of the study paper, in which the tasks set out in the introduction must be consistently implemented. The text is divided into sections and subsections. Various **abbreviations** are used in the text of the thesis. When using an abbreviation for the first time, the full term is written, and the abbreviation is indicated next to it in brackets in capital letters, for example: Gross Domestic Product (GDP), percentage (%). Further in the text, only the abbreviation is written. However, many abbreviations should be avoided.

References to other pages of the thesis (parts, chapters, subsections), annexes, tables and figures are written in brackets, indicating their sequence numbers.

References to literary sources are written in the text, indicating the author's surname and the year of publication of the source at the beginning or end of the sentence. Usually, references to sources are laws, books, journals, scientific articles. More about citations you will find in the next subsection.

3.2. Citing Literature and Sources. Compiling a Bibliography

The author(s) of the thesis are personally responsible for the authorship of the work and the proper citation of the sources used. Information can be cited in several ways: by providing exact quotes (putting the text in quotation marks), by paraphrasing the text, or by summarizing it.

All sources mentioned in the thesis must be presented in the bibliography. Conversely, only authors mentioned in the text are included in this list.

When citing and/or paraphrasing sources of information in the thesis, one must follow the APA (American Psychological Association) citation style. Examples of references to sources of information in the thesis are provided in Table 3.

It is recommended to use dedicated tools for citation: *Mendeley*, *RefWorks*, *Zotero*.

Table 3. **APA7 citation style**

Information source	In-text reference	List of references
Single author book	(Greetham, 2019)	Greetham, B. (2019). How to write your undergraduate dissertation. Red Globe Press.
A book by two authors	(Boswell and Cannon, 2016)	Boswell, C. & Cannon, S. (2016). Evidence-Based Teaching in Nursing. A Foundation for

		Educators (2nd ed.) Jones & Bartlett Learning.
A book by three to seven authors	(Bitinas, Rupšienė and Žydzūnaitė, 2008) [link provided for the first time] (Bitinas et al., 2008) [reference cited for the second time and thereafter]	Bitinas, B., Rupšienė, L. and Žydzūnaitė, V. (2008). <i>Kokybinių tyrimų metodologija</i> . Vadovėlis vadybos ir administravimo studentams. Klaipėda: S. Jokužio leidykla-spaustuvė. <i>(The information available in the Lithuanian language)</i> .
A book by more than seven authors	(Diržytė, Sondaitė, Norvilė, Čėsniene, Justickis, Raižienė ... Pilkauskaitė-Valickienė, 2012). [link provided for the first time] (Diržytė et al., 2012) [reference cited for the second time and thereafter]	Diržytė, A., Sondaitė, J., Norvilė, N., Čėsniene, I., Justickis, V., Raižienė, S. ... Pilkauskaitė-Valickienė, R. (2012). <i>Verslo psichologija: vadovėlis</i> . Vilnius: Mykolo Romerio universitetas. <i>(The information available in the Lithuanian language)</i> .
A book with no author	(European Code of Good Administrative Behaviour, 2013)	European Code of Good Administrative Behaviour. (2013). Luxembourg: Office for Official Publications of the European Union.
A book by a group of authors	(National Examinations Centre, 2012)	National Examination Centre. (2012). International Survey of 15-Year-Olds: OECD PISA 2012 Report. Vilnius: Petro Ofsetas.
Part of a book (chapter, article)	(Jovaiša, 2011)	Jovaiša, L. (2011). Edukologijos įvadas. In <i>Edukologija</i> . Vilnius: Agora. <i>(The information available in the Lithuanian language)</i> .
A paper or article, published in the conference proceedings	(Hitchcock, 2011)	Hitchcock, D. (2011). Instrumental rationality. In P. McBurney, I. Rahwan & S. Parsons (Eds.). <i>Argumentation in Multiagent systems: Proceedings of the 7th international ArgMAS Workshop</i> (pp. 1-11). New York: Springer.
E-book with a DOI	(Ditlev-Simonsen, 2022)	Ditlev-Simonsen, C. D. (2022). <i>A guide to sustainable corporate responsibility: From theory to action</i> . Palgrave Macmillan Cham. https://doi.org/10.1007/978-3-030-88203-7 .
E-book online (without a DOI)	(Bandzevičienė, 2011)	Bandzevičienė, R. (2011). <i>Inovacijų vadybos psichologija</i> . Vilnius: Mykolo Romerio universitetas. eISBN 9789955193357. Retrieved January 9, 2020, from http://ebooks.mruni.eu/product/inovacij-vadybos-psichologija26715 .
Journal article (single author)	(Žydzūnaitė, 2016)	Žydzūnaitė, V. (2016). Metodologiniai svarstymai apie grindžiamosios teorijos ir veiklos tyrimo derinimo galimybes. <i>Pedagogika / Pedagogy</i> , 122(2), 141-161. <i>(The information available in the Lithuanian language)</i> .

Journal article (two authors)	(Toleikienė and Meškytė, 2014) (Dasila, Jubilson, 2023)	Toleikienė, R., Meškytė, A. (2014). Public administration discourse in the programs of the Lithuanian political parties. <i>Socialiniai tyrimai</i> , 1(34), 86-97. Dasila, P.K. & Jubilson, F. (2023). Mentoring Skills and Practices: Perceptions of Mentors and Mentees of Nursing Colleges. <i>Scope</i> , 13(2), 445-457.
Journal article (three to seven authors)	(Domarkas, Juknevičienė and Kareivaitė, 2012) [link provided for the first time] (Domarkas et al., 2012) [reference cited for the second time and thereafter]	Domarkas, V., Juknevičienė, V. ir Kareivaitė, R. (2012). Institucinės dimensijos vaidmuo darnaus vystymosi koncepcijoje. <i>Viešoji politika ir administravimas</i> , 11(3), 461-472. <i>(The information available in the Lithuanian language).</i>
Journal article (more than seven authors)	(Post, Ng, Fischel, Bennett, Bily, Chandran, ... Roess, 2014) [link provided for the first time] (Post et al., 2014) [reference cited for the second time and thereafter]	Post, S., Ng., L., Fischel, J., Bennett, M., Bily, L., Chandran, L., ... Roess, M. W. (2014). Routine, empathic and compassionate patient care: definitions, development, obstacles, education and beneficiaries. <i>Journal of Evaluation in Clinical Practice</i> , 20(6), 872-880.
Electronic article with DOI	(Andonov, Dimitrov and Totev, 2023) [first citation] (Andonov et al., 2023) [second and subsequent citations]	Andonov, A., Dimitrov, G. P., & Totev, V. (2021). Impact of E-commerce on Business Performance. <i>TEM Journal</i> , 10 (4). https://doi.org/10.18421/TEM104-09 .
Electronic article in an online journal (without a DOI)	(Gaubytė-Kiminė and Bikulčius, 2015) [first citation] (Gaubytė-Kiminė et al., 2015) [second and subsequent citations]	Gaubytė-Kiminė, R. ir Bikulčius, V. (2015). Naratorių tipai Vytauto Martinkaus romane "Žemaičio garlėkys". <i>Jaunųjų mokslininkų darbai</i> , 1(43), 46-56. Retrieved January 9, 2020, from http://www.su.lt/images/leidiniai/JMD/2015_43/Gaubyte_Kimienė.pdf .
Online website	(World Tourism Organisation, 2021) (World tourism organisation, 2024) or World Tourism Organisation (2024) ...	Mission and principles. Retrieved January 9, 2020, from https://www.untourism.int/about-us . World tourism organisation. (2024). Tourism Statistics-Domestic Tourism. https://www.untourism.int/tourism-statistics/tourism-data-domestic-tourism .
Legislation	(Law on Documents and Archives of the Republic of Lithuania: 5 December 1995, No. I-1115,	Lietuvos Respublikos dokumentų ir archyvų įstatymas: 1995 m. gruodžio 5 d. Nr. I-1115. (2021). Suvestinė redakcija nuo 2021-01-01 iki 2021-12-31. https://www.e-

	2021)	tar.lt/portal/lt/legalAct/TAR.1FEF229DA7C6/asr. (<i>The information available in the Lithuanian language</i>).
Statistical information	... (Statistics Lithuania, 2025) or according to data from Statistics Lithuania (2025) ...	Statistics Lithuania (2025). Published statistics on ICT use in households in 2025. https://www.skaitmeninekoalicija.lt/lt/latest/news/paskelbta-statistika-apie-irt-naudojima-namu-ukiuose-2025-m
Scientific data	... (Eurostat, 2023). or Eurostat (2023) ... Eurostat (31 May 2023).	Eurostat (2023). Generation of waste-by-waste category [Data set]. https://ec.europa.eu/eurostat/databrowser/view/TEN00108/default/table?lang=en&category=env.env_was.env_wasgt .
Doctoral theses, Master's theses	(Blare, 2020)	Blare, A. (2020). The implications of productivity (Master's theses). Auckland University of Technology, Auckland, New Zealand.
AI generated text	OpenAI (2025). Google (2025).	OpenAI (2025). <i>ChatGPT</i> (January 2025 version) [Language model]. https://chat.openai.com/ . Google (2025). <i>Gemini</i> (Flash 2.5 version). [Large language model]. https://gemini.google.com/ .

Citing text generated by AI. When writing an assignment, one must include the query (question asked) submitted to the AI tool, an exact quotation of the text generated by the AI tool, and a reference to the source. For example, when submitting the query "What is sustainable tourism?", *Gemini* generated the response: "Sustainable tourism is travel that takes full account of current and future economic, social and environmental impacts, whilst meeting the needs of visitors, the industry, the environment and host communities." (Google, 2025).

If the work contains paraphrased text generated by an AI tool rather than a direct quotation, then the full text generated by the AI tool must be included in the appendices to the final thesis. When asked the question "What is sustainable tourism?", *Gemini* generated a response stating that it is a responsible form of travel that aims to minimise negative impacts on the environment and local culture, whilst ensuring economic benefits for local communities (Google, 2025, see Annex 1).

Annex 1. *Gemini*'s response to the question "What is sustainable tourism?"

Query: What is sustainable tourism?

Gemini's response (2025): Sustainable tourism is travel that takes full account of current and future economic, social and environmental impacts, whilst meeting the needs of visitors, the industry, the environment and host communities. The main objective is to strike a balance between these three aspects: environmental protection, social justice and economic viability. This involves the

responsible use of natural resources, the preservation of local culture and heritage, and support for the local economy, ensuring that tourism benefits everyone.

According to the APA citation style, a quotation is included within the text (in a table, figure, footnote or annex) and must specify the author of the work being quoted and the publication date of the source. The author's surname is given at the end of the sentence ("<...> (Robinson, 2024)") or inserted into the text ("Robinson (2024) states <...>."). If the cited work has two authors, both authors' surnames are given at the end of the sentence ("<...> (Robinson and Luck, 2024)") or inserted into the text ("Robinson and Luck (2024) state <...>.") and so on.

If quoted word-for-word: Butler argued that "Part of the problem stems from the fact that there is no such thing as a "tourism industry" comprising a single agency that could be controlled and managed on a global or even regional scale." (2025, p. 604).

If the text mentions authors with the same surnames, their first-name initials must be provided.

If the author of the source is a group or organisation, or if the source has no author, only the name of the organisation or source and the year are cited. E.g., (Lithuanian Department of Standardisation, 2025); (Criminal Code of the Republic of Lithuania, 2011); if the title of the source is very long, it may be abbreviated when cited in the text. E.g., (Copyright Law of the Republic of Lithuania..., 2022).

When citing several different sources, the authors' surnames and years are separated by a semicolon. For example, several scholars have analysed this topic (Butler, 2025; Robinson, 2024).

When including tables, figures and formulae from other sources in a thesis, it is also necessary to cite the sources at the end of their titles. For example, (compiled by the author based on Butler, 2025; Scott, 2024; Robinson and Luck, 2024).

The heading of the list is **LITERATURE AND OTHER SOURCES OF INFORMATION** (this section is not numbered). Every source cited in the text must be included in the list.

The list must contain at least 20 sources. 50 per cent of all sources must be no more than **5 years old**, whilst the remaining sources must be no more than **10 years old**. A list of all sources cited in the paper is provided, formatted in accordance with the APA7 citation style guidelines.

The list is numbered using Arabic numerals. The list is arranged in alphabetical order by the authors' surnames. Collective works that do not have a specific author are listed according to the first letter of the publication's title (such publications are usually authored by an organisation or a group of people). If the list includes several works by the same author, they are arranged in

chronological order by year of publication, starting with the earliest publication (e.g. 2020, 2022, 2024, etc.).

References in foreign languages must be written in the original language.

The list includes a section entitled "Other sources", which comprises regulatory acts, electronic sources, etc.

An example of a list of literature and other sources of information is provided in Annex 7.

4. STYLE OF THE FINAL THESIS

The final thesis **must be free from grammatical and proofreading errors** and written in correct English. The language used in academic papers must meet the requirements of academic style. The language must be clear and unambiguous. Journalistic language must be avoided. If technical terms or professional jargon are used in the thesis, they must be explained in the text or listed at the beginning of the thesis, after the introduction, in the "**GLOSSARY OF TERMS AND ABBREVIATIONS**" section. Consistent terminology must be used throughout the thesis. If several terms are used to describe the same phenomenon, it is advisable to discuss how different authors interpret these terms.

All abbreviations used must be written in accordance with the applicable rules⁴ (see A. Masaitis). Abbreviations must be consistent throughout the thesis. Letter abbreviations are written without full stops.

Full names: the Republic of Lithuania, the Seimas of the Republic of Lithuania, the Government of the Republic of Lithuania.

It is not necessary to include the name of the state (the Republic of Lithuania) in the titles of laws: the Law on Public Limited Companies, the Law on the State Language.

The texts sometimes contain misspelled terms or terms used inconsistently in several places. Their spelling and meanings must be checked with the utmost care. It is also important to pay attention to the spelling of international words. Another common mistake is the incorrect spelling of the names of organisations.

Here are a few examples to help you check how to spell the names of institutions.

All words in the names of the highest state authorities are capitalised, e.g., the Seimas of the Republic of Lithuania, the Government of the Republic of Lithuania.

When the names of institutions, companies or organisations include a symbolic name written in quotation marks, the generic terms preceding them are usually written in upper case, e.g., "Pūkas", IĮ; "Utenos Trikotažas", AB; a Shop "Dovana", Hairdresser's "Pas Vandą".

Abbreviated international names for length, area, volume, mass and other units of measurement are pronounced in full and written without full stops. The corresponding Lithuanian abbreviations – val., min., sek. – are written with full stops.

International currency codes are written without a full stop (except when a full stop is required at the end of a sentence), e.g. ct for cent. Where necessary, the international currency code

⁴ See: APA7 style: Mechanics of Style. <https://apastyle.apa.org/style-grammar-guidelines/mechanics-style>

EUR or the symbol € may be used. The currency code or symbol is placed after the numerical value, with a space: e.g. 250 EUR, 250 €. When the currency is written out in words, use 250 euros.

If the figures given in the text have a unit of measurement, they should be written as numerals (e.g. 400 EUR); if they do not, they should be written in words (e.g. "The number of visitors has doubled"). If several numerical values are given in succession in the text, the unit symbol should be written only once after the last digit, e.g. 15, 45, 75 EUR.

In APA style percentages are expressed using the % symbol, which is written immediately after the numerical value, without a space: 25%. The % symbol is used with numerals, including in the body of the text. The word *percentage* may be used when no specific numerical value is given (e.g., "a high percentage of participants")⁵.

Within the same text, notations must be consistent; that is, they must be written either in words or as numbers.

If there are a lot of abbreviations in the text, it is helpful to provide a list of terms and/or abbreviations.

A quotation is a word-for-word reproduction of material from another source. Direct quotations should be used when the exact wording of the original is particularly relevant or when paraphrasing would alter an important aspect of the original meaning. Short quotations (fewer than 40 words) are enclosed in double quotation marks. The quotation should reproduce the original wording accurately, including punctuation, and must be accompanied by an appropriate in-text citation, including the author, year, and page number or other location information when available. Quotations of 40 words or more are presented as block quotations. A block quotation is placed in a separate paragraph and indented 0.5 in. from the left margin. It is double-spaced and does not use quotation marks or a different typeface. When material is omitted from a quotation, an ellipsis (three spaced periods, . . .) is used to indicate the omission. Quotations should accurately reproduce the original source. Any changes to the original text must be clearly indicated in accordance with APA 7 style⁶.

When writing the final thesis, **the first-person pronoun "I" should not be used**. An alternative to the first-person pronoun is the impersonal verb form, e.g.: *the work draws on, examines, analyses, summarises, quotes, discusses, and concludes*, or the Passive Voice of the verb, e.g.: *it is argued, etc*. It is also acceptable to write "*the author of the thesis*" or "*the author of the final thesis*".

References to other parts of the thesis (chapters, sub-chapters), tables and figures are made by stating their serial numbers. E.g.: (*see Chapter 4*), (*see p. 54*), (*see Table 5*).

⁵ See: APA Style: Numbers expressed in numerals. <https://apastyle.apa.org/style-grammar-guidelines/numbers/numerals>

⁶ See: APA Style: Quotations. <https://apastyle.apa.org/style-grammar-guidelines/citations/quotations>

The thesis should make use of descriptive language, i.e. metalanguage. The majority of the text analyses the topic itself, but the work also contains text that is not directly related to the topic but discusses the writing process itself, e.g. what will be covered in the next chapter, summarises the content of previous chapters, or clarifies how the material is used in the work.

Metalanguage is the act of talking about the text itself. It can be used to introduce a topic, explain methods, link paragraphs, chapters and sub-chapters, distinguish the author's own text from quotations, or recall what has already been written. Metalanguage demonstrates the author's independence and ability to view the work as a whole. **Meta paragraphs** (aka *metaparagraphs*, *meta-commentary*) are written at the beginning and end of chapters. They explain what will be written and what has been written, e.g.: "*This was discussed in the previous chapter*". **Meta sentences** indicate the chapter's topic, e.g.: "This chapter will examine...". **Meta words** (or *meta-words*) indicate:

- the logical and semantic relationships between paragraphs and sentences (*furthermore, therefore, because, as mentioned, etc.*);
- the language act (*it will be analysed, examined, relied upon, etc.*);
- textual and literary references (*as mentioned on page 3; as can be seen from Figure 3; see Annex 1; as X states; Y points out, etc.*).

Formatting elements – colons, bulleted lists, italics, bold text and strikethrough – help to draw the reader's attention, organise statements in a particular order and highlight the most important points.

5. PRINCIPLES FOR THE PRESENTATION OF A THESIS

Final theses for the Professional Bachelor's degree are defended in public at a meeting of the Qualifying Committee at a time set by the Department.

Guidelines for the presentation of a Professional Bachelor's final thesis. The presentation of the thesis to the Qualifying Committee consists of a 15-minute session (comprising a 7–10-minute oral presentation, supplemented by visual aids, with the remainder of the time allocated to reading the review and answering questions from the panel members). The presentation must be prepared in advance. During the presentation, the student must explain which theories and ideas from other authors they have drawn upon, and what independent decisions they have made. It is recommended that the content of the presentation be narrated rather than read out. The visual presentation is prepared using Microsoft PowerPoint or other IT programmes suitable for presentations. Depending on the topic of the final thesis, an alternative presentation format may be chosen, e.g. video footage.

The slides should include the following information:

- information slide (Utena HEI logo, title of the thesis, author's first name and surname, date of presentation);
- the relevance of the topic;
- the problem addressed by the thesis;
- the aim, objectives and subject matter of the thesis;
- methods of analysis or research (if applicable);
- a specific presentation of the thesis' results for each objective (the results of the thesis set out in a logical sequence, i.e. the most important points selected, which reflect the work carried out and highlight its value, as well as the practical applicability of the research findings); conclusions and recommendations.

All slides must follow a consistent business-like style (border, title formatting, font, size, colour, etc.).

Guidelines on how to prepare slides:

- Each slide must have a title and a number. The first (introductory) and last slides should be identical. It is not recommended to write "Thank you for your attention" or similar phrases.
- Slide titles must be unambiguous and formatted in a consistent style.
- The title of a slide should be short, clear and concise – use only keywords.
- Text on slides should occupy no more than two-thirds of the slide's area (measured from the top).
- The figures must be relevant to what is being said and help to convey the idea.

- It is recommended that slides use various symbols with universally recognised meanings (e.g.: © – the copyright symbol, ® – the registered trademark symbol, ™ – the trademark symbol, or other special symbols: @, %, &, \$). 70 per cent of people remember visual information better than written words.
- Each slide should contain only one idea.
- The minimum font size for written information is 28 pt.
- It is important to choose the right background colour and font colour for your slides; a light background with dark text is recommended.
- It is important to choose the right type of chart. Start creating line and bar charts from the origin of the axes. The chart should contain only the essential data to make it easier for the audience to understand the point being made.
- A single graph must use the same units of measurement.
- There is no need to write the title of the graph or diagram – the slide itself must be titled accordingly.
- It is recommended to use contrasting colours in graphs and charts.

When presenting their final theses, students must adhere to the regulations, i.e. they must not exceed the time allocated for the presentation. It is advisable to discuss the presentation with the thesis supervisor in advance.

6. CRITERIA FOR ASSESSING THE FINAL THESIS

The final theses are assessed following the defence, at a meeting of the Qualifying Committee, where each final thesis is assessed on a 10-point scale in accordance with the criteria for the achievement of learning outcomes (see Table 4) or the procedure for assessing final thesis in the specific study programme (if applicable).

Each member of the Qualifying Committee assesses the final thesis individually, taking into account its compliance with formal requirements, the level of learning outcomes achieved and/or professional competences demonstrated, the presentation of the thesis, the review provided by the reviewer, and the supervisor's feedback (see Annexes 10 and 11). The final grade for the thesis is determined at a meeting of the committee by mutual agreement or by a vote. In the event of a dispute, the final decision is taken by the Chair of the Qualifying Committee.

If the supervisor of the final thesis is a member of the Qualifying Committee, they may not vote when the Qualifying Committee is deciding on the final grade for the thesis of the student they have supervised.

The final grade for the thesis is made up of: the reviewer's grade (at least 30 per cent) and the average of the grades awarded by the members of the Qualifying Committee (no more than 70 per cent).

Following the meeting, the Chair of the Qualifying Committee, having summarised the final theses and the defence process, provides each student with an assessment of their final thesis, whilst observing the principle of confidentiality. The results are published on the students' academic data base within two working days of the final thesis defence.

The Commission's decision on the assessment of the final thesis is final and cannot be appealed. Students who have complaints regarding procedural irregularities during the defence of their final thesis, which may have affected its assessment, may lodge an appeal addressed to the Director of the HEI within 2 working days of the announcement of the results of the final thesis defence. The appeal shall be considered in accordance with the *Procedure for the Submission, Consideration and Decision-Making on Appeals of Utena Higher Education Institution*.

The grade awarded for the final thesis and the title of the degree and professional qualification awarded (if applicable) are recorded in the minutes of the Qualifying Committee's meeting on the defence of final theses, on the basis of which the supplement to the higher education diploma is drawn up.

Table 4. Assessment criteria for the Professional Bachelor final thesis

Quality of the thesis content	The quality of the presentation and the answers to questions	Language Culture
1. Identification of the problem(s) and formulation of the aim and objectives. 2. The appropriateness of the theoretical models and the research/analytical methods employed. 3. The interrelationships between the sections of the work. 4. The use of the latest literature and other sources of information. 5. The level of analysis of the thesis' results. 6. The optimality and soundness of the proposed solutions to the problem(s) raised. 7. The practical applicability of the results. 8. The consistency between the thesis' aim, objectives and conclusions.	1. Consistency in the presentation of the thesis. 2. The quantity and quality of visual material. 3. The reasoning behind the conclusions. 4. The logic and soundness of the answers.	1. Correct spelling in the English language. 2. Academic writing style.

In accordance with paragraph 64 of the *Regulations on the Organisation of Final Examinations and the Preparation, Submission, Defence and Assessment of Final Theses at Utena Higher Education Institution*, the final grade for the final thesis is composed of: the reviewer's grade (at least 30 per cent) and the average of the grades awarded by the members of the Qualifying Committee (no more than 70 per cent). The Qualifying Committee may award 1 additional point for the dissemination of the results of the final thesis: for final theses prepared on the basis of commissions from organisations, and for final theses whose results have been presented at conferences and/or published.

ANNEXES

**UTENA HIGHER EDUCATION INSTITUTION
THE FACULTY OF BUSINESS AND TECHNOLOGY
DEPARTMENT OF BUSINESS AND PUBLIC MANAGEMENT
ACCOUNTING STUDY PROGRAMME**

APPROVED

Dean

dr. Vaida Bartkutė-

Norkūnienė

00-00-202X

COST ANALYSIS

FINAL THESIS

The author of the thesis

Student of group AP -.....

Name Surname

00-00-202X

Reviewer

Lecturer

Supervisor

Lecturer

Name Surname

00-00-202X

Name Surname

00-00-202X

UTENA, 202X

**UTENA HIGHER EDUCATION INSTITUTION
FACULTY OF BUSINESS AND TECHNOLOGY
DEPARTMENT OF BUSINESS AND PUBLIC MANAGEMENT
MANAGEMENT OF TOURISM SERVICES STUDY PROGRAMME**

APPROVED

Dean

dr. Vaida Bartkutė-

Norkūnienė

00-00-202X

ANALYSIS OF TOURISM SERVICES

FINAL THESIS

The author of the thesis

Student of group TPV-.....

Name Surname

00-00-202X

Reviewer

Lecturer

Name Surname

00-00-202X

Supervisor

Lecturer

Name Surname

00-00-202X

**UTENA HIGHER EDUCATION INSTITUTION
FACULTY OF BUSINESS AND TECHNOLOGY
DEPARTMENT OF BUSINESS AND PUBLIC MANAGEMENT
TRANSPORT AND LOGISTICS BUSINESS STUDY PROGRAMME**

APPROVED

Dean

dr. Vaida Bartkutė-

Norkūnienė

00-00-202X

LOGISTICS ASSESSMENT

FINAL THESIS

The author of the thesis

Student of group TLV-.....

Name Surname

00-00-202X

Reviewer

Lecturer

Name Surname

00-00-202X

Supervisor

Lecturer

Name Surname

00-00-202X

**UTENA HIGHER EDUCATION INSTITUTION
FACULTY OF BUSINESS AND TECHNOLOGY
DEPARTMENT OF BUSINESS AND PUBLIC MANAGEMENT
BUSINESS MANAGEMENT AND INNOVATION STUDY PROGRAMME**

APPROVED

Dean

dr. Vaida Bartkutė-

Norkūnienė

00-00-202X

INNOVATION MANAGEMENT

FINAL THESIS

The author of the thesis

Student of group VVI-.....

Name Surname

00-00-202X

Reviewer

Lecturer

Name Surname

00-00-202X

Supervisor

Lecturer

Name Surname

00-00-202X

Vardenis Pavardenis. Vadovo lyderystės raiška darbuotojų kūrybiškumo skatinimui UAB „X“. Verslo vadybos ir inovacijų studijų programos baigiamasis darbas. Vadovas: lektorius Vardas Pavardė, Utenos kolegija, Verslo ir technologijų fakultetas, Verslo ir viešosios vadybos katedra. Utena, 20XX.

SANTRAUKA

Temos aktualumas. Darbuotojų kūrybiškumas tampa vis svarbesniu organizacijų konkurencingumo ir inovacijų šaltiniu, o vadovo lyderystė įvardijama kaip vienas iš pagrindinių kūrybiškumo skatinimo veiksnių. Lyderiai, gebantys sukurti palaikančią, atvirą ir motyvuojančią darbo aplinką, padeda atskleisti darbuotojų kūrybinį potencialą. Ši tema ypač aktuali smulkiojo verslo sektoriuje, kur vadovo asmeninis bendravimas su komanda daro tiesioginę įtaką organizacijos mikroklimatui ir darbuotojų elgsenai. **Baigiamojo darbo objektas** - vadovo lyderystės raiška UAB „X“.

Tyrimo charakteristika: Darbo teorinėje dalyje analizuojami šiuolaikiniai lyderystės modeliai, kūrybiškumo samprata, bei lyderio įtaka kūrybinei darbuotojų elgsenai. Analitinėje dalyje taikyta mišri tyrimo metodika – atlikta darbuotojų anketinė apklausa ir pusiau struktūruotas interviu su įmonės vadovu. Apklausoje dalyvavo 20 darbuotojų iš skirtingų įmonės padalinių. Gauti duomenys buvo analizuojami statistiškai ir interpretuojami.

Tyrimo rezultatai leido padaryti tokias pagrindines išvadas, kad įmonės vadovas taiko transformacinės ir emocinės lyderystės bruožus – skatina atvirą dialogą, pripažįsta darbuotojų pastangas, kuria psichologiškai saugią aplinką. Dauguma darbuotojų teigiamai vertina vadovo elgseną kūrybiškumo atžvilgiu, tačiau dalis jų išreiškė neutralumą ar abejones dėl savarankiškumo ir paskatų aiškumo. Interviu analizė parodė, kad vadovas deklaruoja stiprią paramą kūrybiškumui, bet dalis praktikų dar nėra iki galo formalizuotos ar nuosekliai taikomos.

Praktinį darbo rezultatų reikšmingumą ir pritaikymo galimybes apibūdina pasiūlytas praktinis vadovavimo modelis, skirtas darbuotojų kūrybiškumo skatinimui. Modelį sudaro keturios dalys: vizijos komunikavimas, psichologinio saugumo užtikrinimas, įgalinimas ir kūrybiškumo paskatos. Šis modelis gali būti taikomas ne tik UAB „X“, bet ir kitose smulkiose bei vidutinėse įmonėse, kur siekiama skatinti inovatyvią ir į darbuotojų įsitraukimą orientuotą kultūrą.

Raktiniai žodžiai: lyderystė, darbuotojų kūrybiškumas, psichologinis saugumas, transformacinė lyderystė, darbuotojų savarankiškumas.

Name Surname. The Expression of Managerial Leadership in Fostering Employee Creativity at "X", UAB. Final thesis of the Business Management and Innovation Study Programme. Supervisor: lecturer Name Surname, Utena Higher Education Institution, Faculty of Business and Technology, Department of Business and Public Management. Utena, 20XX.

SUMMARY

Relevance of the topic: Employee creativity is becoming an increasingly important factor for organizational competitiveness and innovation, while managerial leadership is recognized as one of the key factors influencing creativity. Leaders who foster a supportive, open, and motivating work environment help unlock employees' creative potential. This topic is particularly relevant in the small business sector, where the leader's direct interaction with the team significantly affects the organizational climate and employee behaviour. **The object of the thesis** is the expression of managerial leadership at the company "X", UAB. **The aim of the thesis** is to determine how leadership contributes to the stimulation of employee creativity at "X", UAB.

Characteristics of the research - the theoretical part of the thesis explores modern leadership models, the concept of creativity, and the leader's impact on employees' creative behaviour. In the empirical part, a mixed research approach was applied – a Likert-scale-based employee survey and a semi-structured interview with the company's manager. The research was conducted in May 202X, and the interview was carried out in person. 20 employees from different store units participated in the survey. The collected data were analyzed statistically and interpreted.

The results of the research led to the following main conclusions: The company's manager applies features of transformational and emotional leadership – encourages open dialogue, recognizes employees' efforts, and fosters a psychologically safe environment. Most employees positively evaluated the manager's influence on creativity, though some expressed neutrality or uncertainty regarding autonomy and reward clarity. The interview confirmed the manager's strong verbal support for creativity, though some practices were found to lack structure and consistency in application. **The practical relevance and applicability of the research results** are reflected in the proposed leadership model for stimulating employee creativity. The model consists of four elements: vision communication, psychological safety, empowerment, and incentive systems. It can be applied not only at "X", UAB, but also in other small and medium-sized enterprises seeking to promote innovative, creativity-friendly organizational cultures.

Keywords: leadership, employee creativity, psychological safety, transformational leadership, empowerment.

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Examples of how to present tables and figures⁷

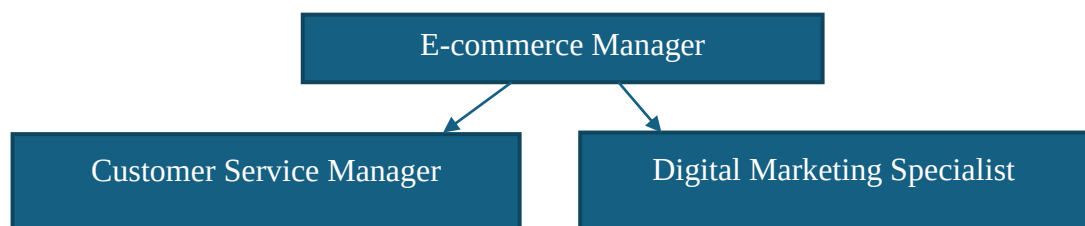
Table 1

Characteristics of e-business. (Compiled by the author based on Loudon and Travel, 2017; Noninskas and Romansky, 2023; Andonov et al., 2021)

Distinctive feature	Explanation
Global reach and accessibility	Businesses can operate without geographical restrictions and reach customers all over the world 24 hours a day, 7 days a week.
Cost-effectiveness	Physical costs (shops, offices, printed marketing materials) are reduced and processes are optimised (e.g. automated order processing).
Personalisation and the use of data	The ability to collect and analyse large volumes of data (Big Data), enabling a better understanding of the customer, the provision of personalised offers and the optimisation of pricing.
Interactivity and speed	Direct and rapid communication with customers (via email, social media and chat), enabling a swift response to enquiries and feedback.
Digital content and services	The ability to sell and distribute not only physical goods but also digital products or services (e.g. software, e-books, online courses).

Figure 1

The Organizational Structure of "FitPro", MB (Compiled by the author)



⁷ APA7 Style. See in: Table setup, <https://apastyle.apa.org/style-grammar-guidelines/tables-figures/tables>, Figure Setup, <https://apastyle.apa.org/style-grammar-guidelines/tables-figures/figures>

INTRODUCTION

Relevance of the thesis. Employee creativity is regarded as one of the key factors in the competitiveness of modern organisations, as creative ideas generate innovation and help organisations adapt more quickly to a changing environment. Consequently, increasing attention is being paid to the factors that may encourage or restrict the expression of creativity in the workplace. Among these factors, managerial leadership is particularly highlighted. Empirical research confirms that leadership style and behaviour have a significant influence on the creative activity of subordinates – appropriately applied leadership can enhance employees' creativity, whilst inappropriate leadership stifles it. Contemporary leadership theory emphasises the importance of an inclusive and supportive environment: managers who ensure psychological safety, encourage the open sharing of ideas and the incorporation of diverse perspectives, create more favourable conditions for the development of team creativity. Consequently, a leader's exercise of leadership is directly linked to the promotion of creativity within an organisation; therefore, when investigating the prerequisites for creativity, it is essential to analyse the leadership aspect as well.

The influence of managerial leadership on employee creativity in Lithuanian organisations is also attracting increasing attention from researchers. Sukackaitė and Atkočiūnienė (2016) conducted a study analysing the links between an innovative organisational culture and leadership. Their findings revealed that employee creativity is systematically encouraged in only about a third of the Lithuanian companies surveyed. However, in companies where an organisational culture conducive to innovation prevails (characterised by a positive emotional environment, knowledge sharing, change management, etc.), levels of creativity are higher; the study emphasises that the role of the leader is crucial in creating such an innovative culture – a strong positive correlation was found between manifestations of transformational leadership and elements of an innovative culture (Sukackaitė and Atkočiūnienė, 2016). These results indicate that, in the Lithuanian context, managerial leadership is closely linked to the fostering of creativity: the atmosphere shaped by leadership can either encourage employees to generate new ideas or create barriers to creative expression. Therefore, when analysing the promotion of creativity within organisations, it is essential to take into account the specific characteristics of managerial leadership.

Verpečinskaitė (2017) examined the links between managerial leadership and creativity, using a specific example of small enterprises in Lithuania. This author investigated the personal leadership of managers in very small enterprises and its impact on organisational creativity. Opting for an integrated quantitative and qualitative research design, Verpečinskaitė identified several key issues that hinder the effective manifestation of managerial leadership in fostering creativity.

International studies and research carried out in Lithuania confirm the importance of managerial leadership in fostering employee creativity. Managers who clearly communicate their vision, encourage open communication and foster an environment conducive to innovation can make a significant contribution to the emergence of creative ideas within an organisation. Meanwhile, leadership shortcomings, such as inadequate leadership skills or excessive control, can stifle subordinates' creative initiative. For these reasons, when researching the promotion of creativity, it is essential to assess the manifestation of managerial leadership in a comprehensive manner.

Research problem: Although numerous studies have been conducted in recent years on the impact of leadership on employee productivity and innovation, there is a lack of research analysing how a manager's specific leadership style influences the promotion of employee creativity. This study aims to fill this research gap by examining the interaction between leadership and creativity in an organisational context.

The object of the final thesis is the manifestation of leadership by the manager at "X", UAB.

The aim of the final thesis is to identify how a manager's leadership style is expressed in fostering employee creativity at "X", UAB.

The objectives:

1. To analyse the theoretical aspects of a manager's leadership style in promoting staff creativity.
2. To assess the impact of the managing director of "X", UAB, on fostering creativity amongst staff.
3. To develop a practical model for a manager's leadership style aimed at encouraging creativity amongst staff at "X", UAB.

Research methods:

1. Analysis of scientific literature sources.
2. A questionnaire survey of the company's staff.
3. An interview with the company director.

The practical significance and applicability of the thesis findings are illustrated by the proposed practical leadership model designed to foster employee creativity. The model comprises four components: communicating the vision, ensuring psychological safety, empowerment, and incentives for creativity. This model can be applied not only at "X", UAB, but also in other small and medium-sized enterprises seeking to foster an innovative culture focused on employee engagement.

The thesis comprises an introduction, two chapters, three conclusions, a bibliography of 46 entries, and a list of sources; the main text, excluding annexes, comprises 52 pages.

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Assessment criteria	Assessment			Comments
	Yes	Partially	No	
Assessment of the final thesis:				
Compliance of the thesis with formal structural requirements				
Compliance of the thesis with formal formatting requirements				
Compliance of the thesis with the requirements for style and correct language usage				
Practical significance (<i>the relevance and usefulness of the research findings or the developed product to the field of practical application</i>)				
Assessment of student performance:				
Independence				
Consistency				
Initiative				
The ability to analyse, evaluate and draw conclusions				
The ability to use a variety of information sources and modern technologies				

Assessment of the final thesis for similarity to other papers – plagiarism (level of similarity to other papers, expressed as a percentage)

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The level of learning outcomes and/or professional competences achieved in the final thesis (in accordance with the criteria for assessing learning outcomes)

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	Yes	No
The final thesis is suitable for defence at the Qualifying Committee		

Justification for a negative assessment

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scientific degree

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REVIEWER'S ASSESSMENT OF THE FINAL THESIS

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Components of the final thesis assessment	Assessment criteria	Weighting coefficient	Assessment (0–10 points)	Justification for the assessment (compulsory)
Formal compliance	Compliance of the thesis with formal requirements regarding structure and presentation; the quality of the summaries in Lithuanian and English	0,1	E.g., 10×0,1=1	
	Compliance of the thesis with the requirements for style and correct language usage	0,1		
Introduction	Definition of the relevance and novelty of the thesis; formulation of the aim and objectives (or research questions) of the thesis	0,1		
Theoretical part	The comprehensiveness of the literature review, its relevance to the content of the thesis, the recency and suitability of the sources, and their organisation and summarisation	0,15		
Research or Practical Part	Description of the organisation and methodology of the research or Description of the methodology for carrying out the practical work and the method used to implement the practical component	0,1		
	Clarity and consistency in the presentation and description of the results of the research or practical	0,2		

	component, and the soundness of the interpretation of the results			
	The quality of the discussion of the results of the research or practical section, and its relevance to the content of the thesis	0,1		
Conclusions and practical recommendations	The specificity and soundness of the conclusions and practical recommendations, and their relevance to the topic and objectives (or key issues) of the thesis	0,15		
Assessment				

Assessment of the practical applicability of the final thesis		Yes	No
The results of the research are useful in the field of practical work.			

Questions from the Reviewer (2-5)

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