



**Ekonomikos ir  
verslo administravimo  
fakultetas**

**VILNIUS UNIVERSITY  
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION**

# **METHODOLOGICAL GUIDELINES FOR THE PREPARATION OF COURSE PAPERS AND BACHELOR THESES**

**For Bachelor degree students of the Faculty of Economics and  
Business Administration**

**Vilnius, 2025**

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## FOREWORD

The aim of the methodological guidelines for the preparation of course papers and final Bachelor theses at the Faculty of Economics and Business Administration of Vilnius University is to introduce the requirements for the scope, structure, and design of course papers and final Bachelor theses to the students of Bachelor degree programmes at the Faculty of Economics and Business Administration of Vilnius University (hereinafter - VU FEBA) and to present the whole process - from the selection of the topic and the preparation of the structural parts of the thesis, to the technical presentation of the thesis, the defence of it and the assessment. It is therefore advisable to read the requirements carefully from start to finish.

These VU FEBA methodological guidelines for the preparation of course papers and Bachelor theses combine two previously existing documents: Fominienė, A., Rasteniene, A. (2023) Methodological requirements for the preparation of course papers and bachelor theses and The Description of the procedure for the preparation, defence, assessment and storage of students' written academic papers, 2023.

VU FEBA methodological guidelines for course paper and Bachelor theses have been prepared based on the following documents: **the General Requirements for the Conduct of Studies**, approved by the Order of the Minister of Education and Science of the Republic of Lithuania No.V-1168 of 30 December 2016, amended by the Order of the Minister of Education and Science No.V-953 of 7 July 2023, **the Description of the Study Cycles**, approved by the Order of the Minister of Education and Science of the Republic of Lithuania No. V-1012, **the Description of Economics Study Field**, approved by Order No V-1353 of the Minister of Education and Science of the Republic of Lithuania of 2 December 2024; **the Description of Finance Study Field**, approved by Order No V-1939 of the Minister of Education, Science and Sport of the Republic of Lithuania of 13 December 2022; **the Description of Accounting Study Field**, approved by Order No. V-99 of the Minister of Education, Science and Sport of the Republic of Lithuania of 30 January 2023; **the Description of Marketing Study Field**, approved by Order No. V-1861 of the Minister of Education, Science and Sport of the Republic of Lithuania of 11 October 2021; **the Description of Management Study Field**, approved by Order No. V-1776 of the Minister of Education, Science and Sport of the Republic of Lithuania of 30 September 2021; **the Description of Business Study Field**, approved by Order No V-1664 of 14 September 2021 of the Minister of Education, Science and Sport of the Republic of Lithuania; **the Description of Human Resource Management Study Field**, approved by Order No V-1923 of 21 October 2021 of the Minister of Education, Science and Sport of the Republic of Lithuania; **Vilnius University Study Regulations**, approved by the Resolution of VU Senate Commission No. SK-2012-12-8 of 21 June 2012; amended by the Resolution of VU Senate No. S-2018-5-2 of 22 May 2018; amended by the Resolution of VU Senate No. SPN-43 of 21 June 2022; amended by the Resolution of VU Senate No. SPN-37 of 21 May 2024; **the Regulations of Vilnius University Study Programmes**, approved by Resolution No. SK-2013-12-14 of Vilnius University Senate Commission of 24 October 2013; amended by Resolution No. SPN-42 of Vilnius University Senate of 21 June 2022; **the Description of the Procedures for the Preparation, Execution and Development of Study Programmes at Vilnius University**, approved by Resolution No SPN-58 of Vilnius University Senate of 18 October 2022; **the Code of Academic Ethics of Vilnius University**, by Resolution No. S-2018-4-4 of Vilnius University Senate of 17 April 2018; amended by Resolution No. SPN-54 of Vilnius University Senate of 21 October 2020, consolidated version since 16 April 2024; **the Regulations for the Preparation, Defence and Storage of Research Papers of Students Studying at Vilnius University**, approved by the Resolution of Vilnius University Senate No. S-2017-12-11 of 19 December 2017; amended by the Resolution of Vilnius University Senate No. SPN-75 of 18 November 2020; amended by the Resolution of Vilnius University Senate No. SPN-44 since 21 May 2024; **the Description of the Procedure for the Administration of Research Papers in Vilnius University Study Information System**, approved by Order No. R-512 of 22 November 2017 of VU Vice-Rector for Studies; amended by Order No. R-457 of VU Vice-Rector for VU Studies of 8 November 2020; **the Regulations of the Dispute Resolution Commission of Core Academic Units of Vilnius University**, approved by the Resolution of the Senate of Vilnius University No. S-2014-10-2 of 4 December 2014, amended by the Resolution of the Senate of Vilnius University No. SPN-27 of 16 April 2019; **the Regulations of the Academic Ethics Commission of Core Academic Units of Vilnius University**, approved by the Resolution of the Senate of Vilnius University No. S-2018-4-4 of 17 April 2018, amended by the Resolution of the Senate of Vilnius University No. SPN-55 of 21 October 2020; **the Regulations of the**

**Study Programme Committee of Vilnius University**, approved by the Resolution No. SK-2014-4-1 of Vilnius University Senate Commission of 6 March 2014, amended by the Resolution No S-2017-11-6 of Vilnius University Senate of 21 November 2017, amended by the Resolution of the Senate of Vilnius University No. SPN-29 of 17 June 2025; **the Guidelines for the Use of Artificial Intelligence at Vilnius University**, approved by the Resolution No SPN-54 of Vilnius University Senate of 18 June 2024; American Psychological Association. (2020). **Publication Manual of the American Psychological Association** (7<sup>th</sup> ed.). Accessed on 6 June 2023. Internet access <https://apastyle.apa.org/>; ICC/ESOMAR. (2008). **International Code of Market and Social Research**. Accessed on 6 June 2019. Internet access <https://esomar.org/codes-and-guidelines>; **Shared "Dublin" Descriptors for the Bachelor's, Master's and Doctoral awards**. (2004). Accessed on 6 March 2019. Internet access [https://www.uni-due.de/imperia/md/content/bologna/dublin\\_descriptors.pdf](https://www.uni-due.de/imperia/md/content/bologna/dublin_descriptors.pdf).

Study programme committee (hereafter SPC) may determine additional, study programme-related requirements for course papers and bachelor theses.

**Terms and their abbreviations used in the text.** Study programme committee – SPC, Vilnius University Study information system – VUSIS, Vilnius University Virtual learning environment – VLE, Electronic plagiarism detection system – EPAS, course paper - CP, Bachelor thesis – BT, Lithuanian academic electronic library – eLaba. Contact thesis defence - when the defence takes place in a university classroom. Remote defence - when the defence is organised using the means of information communication technologies and all participants of the defence work remotely. Hybrid thesis defence - when the defence is organised using the means of information and communication technologies, but one or more of the participants of the defence are present in the university classroom, while other(s) is(are) participates remotely.

# 1. PECULIARITIES OF WRITING THE COURSE PAPER AND THE BACHELOR THESIS

Bachelor students of the FEBA shall complete their bachelor studies when they prepare and defend their bachelor thesis. A course paper is prepared in the semester that is specified in the structure of a bachelor study programme. The differences between a course paper and the bachelor thesis are defined in qualitative and quantitative aspects.

**Course paper** – theoretical and methodological (if planned in the study programme) parts of the bachelor thesis, in which the student performs an analysis of research literature on the chosen topic and provides the basis for the choice of research methods.

**Bachelor thesis** – an independent written academic paper of a student of the first-cycle studies, that meets the requirements of university studies, shows the student's ability to apply the knowledge acquired during studies, select and use scientific literature (present, analyse, interpret, etc.), apply research methods, independently solve tasks, present conclusions and recommendations, as well as demonstrating the ability to use the language correctly, accurately and clearly.

The main requirements for preparing the course paper and the bachelor thesis are presented in Table 1.

**Table 1**

*The main requirements for course papers and bachelor theses*

Course paper	Bachelor thesis
<b>Scope of the academic paper</b>	
20–25 pages without annexes	40–50 pages without annexes
<b>Structure of the academic paper</b>	
Title page	Title page
Contents	Contents
Introduction	Introduction
The main section: 1. Analysis of scientific literature (requirements for it must meet the requirements for bachelor thesis) 2. Research methods (methodology) (if specified in the study programme)	The main section: 1. Analysis of scientific literature 2. Research methods (methodology) 3. Data analysis and review of research results (detailed author's research)
Conclusions	Conclusions and recommendations
References	References
	Summaries in Lithuanian and English
Annexes	Annexes
<b>Uploading of academic papers</b>	
The course paper is uploaded into VUSIS. A report on academic paper verification check is provided by ESAS <sup>1</sup> and all electronic verification information on the authenticity of the academic paper is provided.	The Bachelor thesis is uploaded into VUSIS. A report on academic paper verification check is provided by ESAS and all electronic verification information on the authenticity of the academic paper is provided. The thesis is then uploaded to eLABa <sup>2</sup> .  Student shall sign the Warranty.
<b>Defence of academic papers</b>	
The course paper is defended in the presence of the supervisor	The bachelor thesis is defended in the presence of the Defence Commission
<b>Duration of the presentation</b>	
7 min.	10 min.

<sup>1</sup> Electronic coincidence recognition system in which a check of the independence of the work is performed in order to determine whether the work is free of plagiarism

<sup>2</sup> Information system of the Lithuanian Academic Electronic Library, in which research and study documents and (or) their metadata are stored and made available to the public.

The author of the bachelor thesis is solely responsible for the contents and quality of the work. The academic papers that do not meet these methodological requirements or are not prepared independently are not allowed for defence (for more information on cases of plagiarism, see Chapter 4).

## 2. THE STRUCTURE OF COURSE PAPERS AND BACHELOR THESES

### TITLE PAGE AND CONTENTS

An example of the title page is given in **Annex 1**. The title page is not numbered.

After reviewing the contents, an initial opinion about the work is formed. The titles of some parts of the work, such as contents, introduction, conclusions and recommendations, references and annexes are the same and not numbered in all works, but the titles of the main (body) part are individual, depend on the title, aim and objectives of the work (formulated by the author of the work) and are numbered. Examples of the contents of the course paper and the bachelor thesis are given in **Annex 2**.

### INTRODUCTION

The introduction briefly reveals the essence of the work. Its volume in the course paper is 1-2 pages, in the bachelor thesis – 2-3 pages. The introduction must discuss and substantiate the relevance of the topic, the problem, the aim and objectives of the work, the methods used, the logic of delivery and a brief presentation of the structure of the work. From the introduction, the reader must form an overall picture of the work done. The introduction may also mention the difficulties encountered by the author in writing the bachelor thesis or the course paper.

**The relevance of the topic and the problem.** It is necessary to justify why this particular topic was chosen for the study, what is its novelty and relevance, and to state the reasons for the choice of the topic. It is necessary that the chosen topic of the thesis corresponds to a specific field of study and specialisation. It is appropriate to devote no more than 2 paragraphs to reveal the relevance of the topic. The substantiation of the work should be based on any work (or research) problem, which can be based on previous research or current tendencies in the fields of business, management or economics. The problem of the work must reveal what scientific and/or practical problem or issue the student is solving.

**The aim and the objectives of the work.** The aim of the work presented in the introduction must cover all the work and define what final results are supposed to be achieved. The aim is defined in one sentence; it must correspond to the title of the thesis and reflect the chosen object. The aim of the work defines the main question to which the research seeks an answer, and the objectives describe those intermediate questions, without which the main aim of the work cannot be achieved. The objectives of the work (3-5) provide details of the aim of the work and include the main aspects under analysis as well as those of the main (body) part of the work.

When formulating the aim and objectives of the work, it is recommended to use the infinitive forms of verbs, which do not describe the activity, but the intended result, such as: *to evaluate, identify, substantiate, compare, reveal, prove*, etc. For example: "The aim of the work is to evaluate the impact of managerial innovations and their development opportunities in company X". The words *to find out, describe*, etc. should be avoided, as such a result is difficult to define.

The aim and objectives of the work must reveal the essence of the chosen topic. For example, an ill-formulated objective of the work would be to "examine the concept of entrepreneurship", it should be formulated "after examining the concept of entrepreneurship presented by different authors, to identify the features that connect them (or are common to all)". It would also be inappropriate to "conduct a consumer survey", it should be worded "after carrying out the consumer survey, to identify the main shortcomings of the company's activities". The objective of the work formulated in this way shows what outcomes are expected from the planned activity. At the end of the work, at least one conclusion corresponding to each objective must be presented.

**Methods used.** It is necessary to indicate which methods were used in collecting information and processing statistical data, for example: comparative analysis and synthesis of scientific literature, induction, deduction, systematisation, quantitative and qualitative research methods, etc. The methods are chosen according to the specific research.

**The use of artificial intelligence (hereinafter – AI).** AI tools and platforms used in preparing the final thesis are identified. The purposes and exact parts of the work where each of the AI tools were employed are explained.

**The structure of the paper.** At the end of the introduction of the bachelor thesis, the sequence of the sections and the main issues discussed in them are briefly explained. The introduction to the bachelor thesis must indicate which parts of the bachelor thesis and to what extent have been used in previous academic papers, such as an internship report or a course paper.

## THE MAIN PART (BODY)

This part is devoted to the examination of the chosen topic, therefore, its structure must ensure that the aim set for the course paper/ bachelor thesis is achieved, the objectives are examined or solved. The text should be consistent, the arguments provided, excessive information or subjective deviations avoided. The student should clearly state their thoughts, substantiate the statements by referring to other authors and citing them, quoting, presenting statistics, calculations or research results. When writing, it is important to avoid narrative - continuous retelling of one author's thoughts, because the main (body) part must be filled in with a systematic and comparative analysis of scientific sources by comparing, grouping, analysing, summarising thoughts and statements of different authors. All the sources mentioned in the text must be reflected in the references and vice versa – all sources mentioned in the references must be mentioned at least once in the academic paper.

A brief summary should be provided at the end of each chapter. The titles of chapters, subchapters, and sections must reflect the essence and content of the text as accurately as possible, and they must be short and clear. The titles should not be repeated, and the titles of chapters and other parts should not repeat the topic of the work. The main (body) part must consist of no more than 3 chapters, each of which must be divided into subchapters or, if necessary, into sections. It is not appropriate to break it down into too much detail - it is important to keep the subchapter or section of at least 1.5 pages.

**Analysis of scientific literature.** The part of the analysis of scientific literature must contain the scientific substantiation of the topic, i.e. based on the plan of the academic paper, the views and research results of different researchers are summarized. Various theories and concepts are not only described, but also grouped, analysed, compared, systematised, evaluated. This part discusses and summarises the scientific works related to the chosen topic, highlights the positive and negative aspects of the opinions of various authors, and presents a personal approach to the issue. In preparing this part, it is necessary to systematise and summarise the thoughts of different authors on the research topic, to look for similarities or differences of opinions, to present one's opinion on the issues relevant to one's field of research.

The part is prepared by studying the latest scientific literature (it is recommended to use the literature not older than 10 years) of Lithuanian and foreign authors on the topic. In this part, a summary should be made after examining at least 12 scientific sources. Books, journals and electronic resources (subscribed databases such as <http://www.emeraldinsight.com/> or <https://www.sciencedirect.com/> etc. are available from the VU Library (MKIC). To access electronic resources while working from home, VU students can use the VPN service, which allows them to securely connect to the e- resources of the VU library.

The scope of literature analysis in the course paper and bachelor thesis should be 10-15 pages or from 60 to 70 percent in the course paper and from 30 to 40 percent in the bachelor thesis. In essence, when writing this part, it is necessary to prove the necessity of your research and demonstrate a substantial theoretical preparation for carrying it out.

**Research methods (methodology).** The research methods (methodology) is presented both in the course paper (if it is specified in the study programme) and in the bachelor thesis (the latter can be integrated into the section of data analysis and results). This section justifies the organisation and execution of the survey, provides its scheme, describes the methods: quantitative and/or qualitative, detailed survey instruments (such as compiling a questionnaire), justifies the sampling that ensures the reliability of the survey. The scope of this part – 3-7 pages.

**Data analysis and results section.** Part of the data analysis and results is necessary for the bachelor thesis. In this part, the situation of the research object (for example, company, business sector, country or its region, etc.) is revealed in detail, the research results are analysed and evaluated. It should be emphasised that it is necessary to conduct an author's authentic research in the bachelor thesis. In this part of the work, it is expedient to present a summary section of the research, which would review the main results of the research. The scope of this part – 17-20 pages.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusions section presents the most important conclusions based on the work done without repeating the summaries written at the end of chapters/subchapters. It is not advisable to present the conclusions as a summary of the main (body) part. Conclusions and recommendations must directly reflect the objectives set at the beginning of the work. For example, if the introduction of the thesis has set the task “to identify the common features after examining the concept of entrepreneurship presented by different authors”, the conclusions must reflect what common features have been identified. Or, if the aim of the work is to “identify the main shortcomings of the company’s customer service after conducting a consumer survey”, the conclusions must reveal which customer service shortcomings have been identified and what does it mean.

After writing the conclusions, it is recommended to write the recommendations. Recommendations (suggestions) must be specific, based on the findings of the carried out research, rational and implementable, with an indication on how they are proposed to be implemented.

It is recommended to number the conclusions and recommendations separately. The scope of conclusions and recommendations – 2-3 pages.

## LIST OF REFERENCES

The list of the scientific literature and other sources used in the written academic paper must be compiled according to the bibliographic rules, based on the requirements of the **APA (American Psychological Association)**<sup>3</sup> (<https://apastyle.apa.org/style-grammar-guidelines/references>), the publications are arranged in the alphabetical order and the sources are numbered.

## SUMMARY IN ENGLISH AND LITHUANIAN

The summary is written only in the bachelor thesis. Two summaries have to be provided, one in English and one in Lithuanian. The summary provides a short but detailed presentation of the work, emphasizing the most important conclusions and significance of the work. The summary should reflect the relevance of the topic, the aims of the work and the research, the objectives, the research methodology, the main results of the research, the main conclusions and proposals (an example of the summary in English and Lithuanian is provided in **Annex 3** and **Annex 4**). The length of the summary should not exceed 1 page (up to 2000 characters).

## ANNEXES

The annexes provide valuable supporting material (examples of questionnaires and interviews, survey data, transcripts of interviews, directive and normative documents, detailed tables and figures that are important for writing academic papers but were not included in their separate parts, etc.). References to annexes must be provided in the written academic papers.

Changes in the thesis structure can be allowed by the decision of SPC.

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<sup>3</sup> <https://apastyle.apa.org/>

### 3. CASES OF PLAGIARISM AND IN-TEXT REFERENCES

In order to ensure that bachelor and master students of the Faculty have the same understanding of, and adherence to, academic ethics, this section has been adopted from the VU FEBA Methodological guidelines for Master Thesis by replacing the words Master thesis with Bachelor thesis.

When writing a Bachelor thesis, one has to rely on the thoughts of other authors. The experience of other authors in solving analogous problems may be presented already in the introduction of the Bachelor thesis where it is necessary to specify what is already known in the topic under analysis. The analysis of the literature is largely based on the findings, conclusions, and insights of other authors. Finally, when developing the research methodology, the experience and interpretations of the results of other authors have to be used, often the results obtained have to be compared with the research findings obtained by other authors. You can include literature in your text by quoting, paraphrasing, citing, analysing, interpreting, disputing and evaluating it. Inappropriate quoting or conveying thoughts of other authors can be assessed as plagiarism.

The student is fully responsible for the content of their Bachelor thesis, including those parts that were created using AI tools, and is therefore responsible for any ethical violations<sup>4</sup>.

Paragraph 19 of the Code of Academic Ethics of Vilnius University stipulates that “plagiarism is prohibited at the University”<sup>5</sup>. Usually, different types of plagiarism can be distinguished.

- Plagiarism of authorship is the taking and presentation of another author’s work or its section as part of one’s own work (section), including literal or meaningful translation from a foreign language.
- Literal plagiarism occurs when an entire sentence, a significant phrase, or a paragraph is moved (written off) from another author’s work without proper reference to the source. Literal plagiarism also includes the literal or meaningful translation of a sentence, a significant phrase or a paragraph from a foreign language and its presentation without proper reference to the source.
- Plagiarism by changing the word or plagiarism by paraphrasing. If a sentence, a phrase or a paragraph is taken from another author’s work and one or more words are replaced but the source is not mentioned, is also considered as plagiarism. Plagiarism also includes work that (or a part of it) consists of paraphrased (by substituting one word for another) sentences, paragraphs, or paragraphs of other sources without specifying the authors and sources. This type of plagiarism is considered to be a situation where the abovementioned actions are performed by making a literal or meaningful translation from a foreign language.
- Incorrect citation - the text, tables or figures of the written work contain data without reference to the source (unless the data is collected by the author himself).
- Self-plagiarism refers to the reuse of large volumes of your own text without reference to the source. However, text written by a student in previous semesters as part of Scientific research project is not considered self-plagiarism.
- Compilation is another type of plagiarism where text is compiled, consisting of fragments copied from various sources, even when the text is quoting the sources correctly but without the original text.

Plagiarism also refers to situations where references to non-existent or incorrectly described sources are mentioned in the text when the text mentions the sources but they are not included in the list of references. A violation of the Principle of Academic Integrity shall also be detected if a knowingly erroneous source page or the date of visit to the website are indicated.

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<sup>4</sup> COPE position statement, 13 February 2023, <https://publicationethics.org/cope-position-statements/ai-author>

<sup>5</sup> The Code of the Academic Ethics of Vilnius University, approved by VU Senate Order No. S-2018-4-4 of 17 April 2018, amended by the Order No. SPN-54 of 21 October 2020, consolidated version since 16 April 2024.

The Bachelor thesis is considered a case of plagiarism if:

- Extracts from other authors' texts that are literally or meaningfully transcribed or translated from other languages, without citing the source or citing the source, but without quoting (without quotation marks), the volume of which at least in one place of the Bachelor thesis exceeds 600 characters, not including spaces;
- Compiled extracts from other authors' (one or more) paraphrased text (individual words and sentences may be replaced, but retains the content of the foreign text), without specifying the original source, the volume of which at least in one place of the Bachelor thesis exceeds 1,200 characters, not including spaces. The case where literal or meaningful translation from a foreign language is used is also considered plagiarism;
- The student's text, tables or figures contain data without reference to the source (unless the data are collected by the author themselves);
- The total number of coincidences with other works as determined by a plagiarism detection programme or by a manual calculation is 15 percent or more, excluding coincidences which are not considered plagiarism, such as bibliography, properly indicated references, citations, general knowledge, etc.,
- The number of coincidences with a single source, as determined by a plagiarism detection programme or by a manual calculation, is 5 percent or more of the Bachelor thesis excluding coincidences which are not considered as plagiarism, such as bibliography, properly indicated references, citations, general knowledge, etc.,
- The Bachelor thesis was not prepared by the student, but was purchased, downloaded from the Internet or otherwise obtained from third parties (persons or artificial intelligence).
- Non-existent sources of literature are used and cited in the student's work.

Plagiarism and the serious consequences associated with it can be avoided by properly referring to the literature source used. Bachelor students of VU FEBA are encouraged to use the text referencing system offered by APA (The American Psychological Association). In the case of direct citation (literally quoting or translating material from another author), quotations in the text are enclosed in quotation marks, following the Lithuanian punctuation rules. At the end of the citation, a reference to the source used by the student must be included and the cited page indicated. Quotations of no more than two or three sentences should be ingeniously inserted in the text, in the right place, **only occasionally and only when** the author's words are very important. In line with the **APA** style, direct citation should be limited to a maximum of 40 words per paragraph in quotation marks. Long quotations should be avoided, and a quotation of one paragraph and longer is already considered a case of plagiarism.

Secondary citation is a recitation of another author's thought for substantiating one's own thought (comparing research findings, conclusions, etc.) or to modify a model (diagram, graph, etc.). The secondary citation does not require special punctuation, but it is necessary to refer to the original. Reference to the original is made at the end of the sentence (when the whole sentence consists of another author's thoughts) or after a particular word or words (if they are "borrowed" from another author). Sometimes the author of the original thought becomes part of the aster student's text, without the need for additional references.

Based on the **APA** standard, references should be indicated in the text as follows:

A) If the name (s) of the author (s) of the quoted text or thought does not become a natural part of the sentence, then, at the end of the sentence or after a significant word, the author's surname (the first name or the first letter of the name are not written) and the year of publishing are written in brackets, with a comma, for example, (Stoma, 2017), (Greetham, 2008), (Lukin, 2019).

When reference is made to the work of several authors, the reference is inserted alphabetically indicating the author's surname, year of publication, followed by a semicolon, then the surname of another author, year of publication, for example (Stoma, 2017; Petraitiene, 2004).

When a given source is written by two authors, the word “and” should be written between their surnames, and the surnames are presented in the same order as seen in the source, for example (Stoma and Petraitis, 2017).

When the source used is written by three to five authors, the first time the text is referenced, the surnames of all authors are written, followed by the “and”, for example (Stoma, Mackeviciene & Antanaitis, 2017). Other times, a reference to the same source will include the first author’s name and “et al”, for example (Stoma et al., 2017).

When reference is made for works of six or more authors, the first author’s name and “et al.”, as well as the year of publishing, separated by a comma, should be used, for example (Stoma et al., 2017; Smith et al., 2013).

Based on the information provided by the organisation or institution, its name and year are indicated, for example, (United Nations, 2016). If there is a well-known abbreviation for the organisation in question, first include the full name of the organisation and its abbreviation in brackets, and then only the abbreviation, such as (UN, 2016).

If a source whose authors have the same surname is used, each surname is preceded by the first letter of the name, for example (P. Stoma, 2010; S. Stoma, 2018).

For works of the same author written in the same year, a, b, c, and so on are written in an alphabetical order next to the year. i.e., for example (Stoma, 2009a).

If an unpublished interpersonal communication (interviews with experts, e-mail message, telephone interview) is used in the text, the first letters of the name (s), surname and date are indicated, e.g. P. Stoma (interpersonal communication, 20 September 2016) spoke out against plagiarism. There is no need to include interpersonal communication in the list of references and sources.

B) If the surname (s) of the author (s) of the quoted text or thought becomes a natural part of the sentence, then the surname of the author is followed by the year of publishing in parentheses, for example, in research conducted by Stoma (2017) a relationship was also found..... If the author of the publication is not one, the indication is done in the same way as in the case of A described above.

In quoting, first, the author of the primary source is indicated in the text or in parentheses, followed by the surname and year of the secondary source, for example ... Mackeviciene, as quoted by Stoma (2017), states that ... It is noteworthy that in repeated quoting, a secondary source, i.e. a source read by the author is included in a list of references.

## 4. LAYOUT AND LANGUAGE TO BE USED IN THE COURSE PAPER AND THE BACHELOR THESIS

The course paper/ bachelor thesis must be prepared in the standard Lithuanian language, except in cases when the study programme is carried out and the course paper/bachelor thesis is written in English or the supervisor is a foreign lecturer.

The language used for writing academic papers must be clear, consistent, correct, show the student's ability to use scientific language, logically move from one question to another. The work must be free of grammar, proofreading, style and other errors. The writing rules, bibliographic references and the requirements for compiling the list of studies and research publications must be observed.

**Table 2.**

*Formatting of course papers and Bachelor theses*

Formatting requirements	Description
Font	„Times New Roman Normal 12 pt“
Space between lines	1,5
Text alignment	Both right and left sides („justified“)
Margins	2.54 cm on the left, 2 cm on the right, top and bottom
Highlighting information	<i>Italic</i> , <b>bold</b> or <u>underline</u> text formatting; letter extension function
Beginning of a paragraph	By retracting the first line of a text within 1.27 cm from the left margin of the page (Paragraph / Indentation / left / by 1.27). The text shall not be retracted in the summary.
Page numbering	<ul style="list-style-type: none"> <li>Arabic numerals in the lower right corner of the page without dots or dashes;</li> <li>Page numbers start from the introduction of course paper/Bachelor thesis (page numbers are not written on the pages above the introduction, but are counted);</li> <li>The numbering is continuous with annexes included.</li> </ul>
Numbering of structural parts	<ul style="list-style-type: none"> <li>Arabic numerals;</li> <li>Each smaller part (subchapter, section) must have the number of the corresponding larger part, supplemented by an additional number, separated by a dot (for example 3.1; 3.1.1).</li> </ul>
Writing of chapter titles, words Santrauka, Summary, Table of Contents, List of Tables, List of Figures, List of Abbreviations, Introduction, Conclusions and Recommendations, List of References, Annexes	<ul style="list-style-type: none"> <li>Bold, in capital letters, <b>TIMES NEW ROMAN NORMAL 14 PT BOLD</b> font;</li> <li>Starting on a new page and writing one line below the beginning of the page field;</li> <li>No punctuation marks are added at the end of chapter titles or other structural elements.</li> <li>If there are more than one annex, it is advisable to start the annexes on a separate sheet headed "ANNEXES". All annexes are then arranged consecutively in numerical order (the numbers are indicated in the top corner of the page, in the right-hand margin (Annex 1, Annex 2, etc.).</li> </ul>
Layout of chapter titles	<ul style="list-style-type: none"> <li>Chapter titles shall be written in the middle of the page;</li> <li>Words in chapter titles cannot be subdivided;</li> </ul>

	<ul style="list-style-type: none"> <li>• Each course paper or Bachelor thesis chapter begins with a new page and subchapters and sections – on the same page;</li> <li>• The title cannot be written on one page and the text started on another.</li> </ul>
Beginning of writing subchapters	Immediately below the previous text, skipping one interval;
Writing subchapter titles	<ul style="list-style-type: none"> <li>• Starting from the left side of the page, without retracting;</li> <li>• <b>Times New Roman normal 12 pt bold</b> font, small letters, starting with a capital letter;</li> <li>• No punctuation marks are added at the end of the subchapter titles.</li> </ul>
Numbering and writing titles of tables	<ul style="list-style-type: none"> <li>• The number is given according to the order of the table in the text;</li> <li>• The number is written in Arabic numerals and the space of one character is made before the word “table” is written in <b>bold</b> (e.g. <b>Table 1</b>);</li> <li>• It is written above the table header in the left corner;</li> <li>• If there is only one table in the text, only the word “<b>Table</b>” is written above the table heading on the left side of the page;</li> <li>• If the text contains several logically related tables, one after the other, the tables can be numbered by adding a letter to the number of the table (e.g. <b>Table 1</b>, <b>Table 1a</b> and <b>Table 1b</b>) to emphasize the continuity of the data contained therein;</li> <li>• The title of the table is written in <i>italics</i> (in small letters starting with a capital letter) above the table and is written starting from the left side of the page. All abbreviations should be explained in formatting the table;</li> <li>• It is recommended to refer to the number of the table while describing the data presented on it and avoid using such phrases as “in the table below (above)”;</li> <li>• It is recommended to use as few lines as possible when formatting tables;</li> <li>• Font „Times New Roman Normal 10 or 12 pt“;</li> <li>• Line spacing 1 or 1,5;</li> <li>• Care must be taken not to split the table. If necessary, the table may be moved to another page and the words “<b>Continuation of Table 1</b>” shall be written on the second page;</li> <li>• Below every table the title of its source must be indicated. If in the literature analysis part the table was designed by the thesis author, the reference has to be made to the literature or other sources that have been used for compiling the table, e.g. “Source: compiled by the author, based on Johnson, 2018; Petrikas, 2019; Jonaitis, 2020”. If the table is in the empirical research part of the thesis and refers to the information obtained within the company, such as the structure of the product range or the company's financial indicators, it should be indicated as follows: "Source: compiled by the author on the basis of internal data of the company „X”". While depicting the data of the current research, the source must be indicated as follows: “Source: compiled by the author based on the conducted research”;</li> <li>• The source must be indicated below the table, to the left of the margin;</li> <li>• The text only comments on the visual material (tables) and does not repeat the information in the tables. Do not begin or end a chapter or subchapter with a table.</li> <li>• An example of a table can be found in <b>Annex 5</b>.</li> <li>• More examples for compiling tables can be found here: <a href="https://apastyle.apa.org/style-grammar-guidelines/tables-figures/sample-tables">https://apastyle.apa.org/style-grammar-guidelines/tables-figures/sample-tables</a></li> <li>• Tables cannot be scanned. They must be clearly readable, quite detailed and of the same language as the thesis.</li> <li>• The text below the table is indented by two lines.</li> </ul>
Numbering and writing titles of figures	<ul style="list-style-type: none"> <li>• The number is given according to the order of the figure in the text;</li> <li>• The number is written in Arabic numerals and the word “figure” is written in <b>bold</b> (one character spacing) (e.g. <b>Figure 3</b>);</li> <li>• The figure number is written above the figure title in the left.</li> <li>• Several logically related figures can be numerated as follows: <b>Figure 1</b>, <b>Figure 1 a</b> and <b>Figure 1 b</b>;</li> <li>• All graphic material (charts, graphs depicting statistical quantitative processes, drawings, schemes, photographs) are referred to as figures. It is an international norm, thus, other titles, such as “diagram”, “scheme”, etc. cannot be used.</li> </ul>

	<ul style="list-style-type: none"> <li>• The title should be written in the same font as the text, in small letters starting with the capital letter, in <i>Italic</i>, above the figure;</li> <li>• The title is written starting from the left side of the page. The title of the figure must clearly state the content of the figure. Below every figure the source of it must be clearly indicated, if necessary, including the page number. If the figure is compiled by the thesis author, the source must be indicated of the literature or other sources used for compiling the figure, e.g. "Source: compiled by the author based on Johnson, 2018; Petrikas, 2019; Jonaitis, 2020". If the figure is in the empirical research part and demonstrates the data gathered at a specific company, the source of the figure must be indicated as follows: "Source: compiled by the author, based on the internal data of company X". If a figure depicts the results of the thesis, the reference should be indicated as follows: "Source: compiled by the author based on the current research";</li> <li>• Source is indicated below the figure on the right side of the page;</li> <li>• Figures (in two-dimensional space rather than three-dimensional space) are inserted into the text after the paragraph that refers to them or on the next page;</li> <li>• The text only comments on figures and does not repeat the information displayed on them. Do not begin or end a chapter or subchapter with a figure;</li> <li>• Figures cannot be scanned. They must be clearly readable, quite detailed and of the same language as the thesis;</li> <li>• An example of a figure can be found in <b>Annex 6</b>;</li> <li>• More examples for compiling the figures can be found here: <a href="https://apastyle.apa.org/style-grammar-guidelines/tables-figures/figures">https://apastyle.apa.org/style-grammar-guidelines/tables-figures/figures</a></li> <li>• The text below the figure is indented by two lines. It is recommended to refer to the number of the figure while describing the data presented on it and avoid using such phrases as "in the figure below (above)".</li> </ul>
Writing footnotes	<ul style="list-style-type: none"> <li>• If the author includes a footnote at the bottom of the page, the text in the footnote shall be single-spaced between the lines.</li> </ul>
Writing and numbering of formulas	<ul style="list-style-type: none"> <li>• Statistical symbols are written in <i>Italic</i>;</li> <li>• The numbering is continuous, in curly brackets, next to the formula on the right-hand side of the sheet.</li> </ul>
Terms and abbreviations	<ul style="list-style-type: none"> <li>• If there are specific terms in the work, these must be discussed in the text.;</li> <li>• The use of very common abbreviations (EU, WB, US, WTO, AB, etc.) in the text is acceptable, but less common names or terms that are repeated frequently in the text need to be explained, and may be abbreviated. The full title should be written first, with the abbreviation in parentheses, e.g. "&lt;... &gt; small and medium-sized enterprises (hereafter SMEs)" &lt;...&gt;. A publicly accepted or self-proposed abbreviations may be used in the text (except for the title of the topic, the table of contents, and the titles of chapters and subsections).</li> </ul>
Literature and sources	<ul style="list-style-type: none"> <li>• All lines, except the first one, are written over 1.27 cm (Paragraph/ Indentation/ Special/ Hanging/ by 1.27) from the left margin of the page;</li> <li>• Not numbered;</li> <li>• Arranged in the alphabetical order according to the name of the first author, strictly according to the specified requirements;</li> <li>• Works by a single author are presented in the chronological order.</li> </ul>

Source: modified, based on American Psychological Association, 2020.

Abbreviations included in the Bachelor thesis should be kept to a minimum. Only very common and well-known abbreviations or abbreviations that are used very often in the Bachelor thesis are suitable. In both cases, when the abbreviation is first written in the text, its full form must be given in parentheses.

Larger tables and figures (covering half and more pages) are recommended to be included in annexes and only the most important indicators or conclusions of the analysis should be given in the text. It is advisable to have at least some text underneath the table or figure on the same page. It is recommended that a chapter or subchapter is not completed with a table or figure.

## 5. COMPILING A LIST OF REFERENCES

A reference list includes only those scientific literature publications and sources that were used (read, analysed) by the author of the academic paper who wrote it and provided references in the text. A reference list does not include notes of lectures or unpublished articles. When writing a paper, it is not recommended to use the online daily Delfi and similar news portals, as well as *Wikipedia*, unless the primary sources are found and analysed.

Both, when quoting and compiling a reference list, it is recommended to follow the APA requirements (APA, 2020), which are widely used in social science research. Based on these requirements<sup>6</sup>, the following are **examples of commonly used sources**.

### **BOOKS** (*the title of the book is written in italics*)

Gyls, P. (2018). *Antiekonomika*. Vilniaus universiteto leidykla.

Held, D., McGrew, A., Goldblatt, D. ir Perraton, J. (2006). *Globaliniai pokyčiai: politika, ekonomika ir kultūra*. Margi raštai.

Clayman, M. R., Fridson, M. S., & Troughton, G. H. (2012). *Corporate finance: A practical approach* (2nd ed.). Hoboken, NJ: John Wiley & Sons.

### **Books with and without a digital identifier (DOI)**

Feldman, A. M. & Serrano, R. (2006). *Welfare Economics and Social Choice Theory* (2nd ed.). Springer, Boston, MA. <https://doi.org/10.1007/0-387-29368-X>

Čiegis, R., Dilius, A., ir Štreimikienė, D. (2020). *Pajamų nelygybės poveikio ekonomikos augimui ir darniam vystymuisi vertinimas Europos Sąjungos šalyse*. Vilniaus universiteto leidykla.  
[https://www.vu.lt/leidyba/images/eknygos/Pajamu\\_nelygybes\\_poveikio\\_vertinimas\\_ES\\_salyse\\_2020.pdf](https://www.vu.lt/leidyba/images/eknygos/Pajamu_nelygybes_poveikio_vertinimas_ES_salyse_2020.pdf)

### **Books indicating a scientific editor or compiler**

Bulotaitė, L. (Sud.). (2008). *Vaikų psichologinis konsultavimas*. Vilniaus universiteto leidykla.

Melnikas, B. (Red.). (2016). *Ekonomikos modernizavimas. Globalizacijos iššūkiai ir ekonominė politika*. Vilniaus universiteto leidykla.

Albarran, A., Mierzejewska, B., & Jung, J. (Eds<sup>7</sup>). (2018). *Handbook of Media Management and Economics*. Routledge. <https://doi.org/10.4324/9781315189918>

### **Chapters in books written by individual authors**

Bieliauskaitė, R. (2008). Žaidimo terapija. Iš L. Bulotaitė (Sud.), *Vaikų psichologinis konsultavimas* (p. 186–197). Vilniaus universiteto leidykla.

Kučinskienė, M. ir Jatuliavičienė, G. (2010). Verslininkystė ir verslumas integruotoje prekių ir paslaugų rinkoje didėjančios konkurencijos sąlygomis. Iš *Paslaugų verslas integruotoje rinkoje: permainingos ir tendencijos*. (p. 35–72). Vilniaus universiteto leidykla.

Cleland, J., & Kaufmann, G. (1998). Education, Fertility, and Child Survival: Unravelling the Links. In A. M. Basu & P. Aaby (Eds.), *The Methods and Uses of Anthropological Demography* (p.p. 128–152). Clarendon Press.

### **Articles in the encyclopaedia**

Lazutka, R. (2004). [Gyventojų pajamų diferenciacija](#). Iš *Visuotinė lietuvių enciklopedija*. (T.6: Fau-1 – Goris, p. 724–725). Mokslo ir enciklopedijų leidybos institutas.

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<sup>6</sup> <https://apastyle.apa.org/style-grammar-guidelines/references/examples>

<sup>7</sup> If the editor or compiler is one, then it is written without "s".

## **ARTICLES IN JOURNALS** (*the title of the journal is written in italics*):

Lazutka, R. (2008). Aims and Results of Partial Privatization. *Ekonomika*, 82, 104–126.  
<https://www.journals.vu.lt/ekonomika/article/view/17662>

Bonsón-Ponte, E., Cortijo-Gallego, V., & Escobar Rodriguez, T. (2008). Web Quality in Lithuanian Financial Institution: a Comparison with the EU Results. *Ekonomika*, 82, 31–40.  
<https://www.journals.vu.lt/ekonomika/article/view/17657>

Rakšnys, A. V., Valickas, A. ir Vanagas, R. (2020). Bendradarbiavimu grįstų inovacijų kūrimo ir įgyvendinimo iššūkiai viešojo sektoriaus organizacijose. *Viešoji politika ir administravimas*, 19(1), 9–21.  
[https://www.mruni.eu/lt/mokslo\\_darbai/vpa/paskutinis\\_numeris/](https://www.mruni.eu/lt/mokslo_darbai/vpa/paskutinis_numeris/)

## **Articles with DOI**

Klyviene, V., & Kedaitiene, A. (2020). The Relationships between Economic Growth, Energy Efficiency and CO2 Emissions: Results for the Euro Area. *Ekonomika*, 99(1), 6–25.  
<https://doi.org/10.15388/Ekon.2020.1.1>

## **LAWS AND OTHER LEGAL DOCUMENTS**

Lietuvos Respublikos akcinių bendrovių įstatymas (aktuali redakcija 2014-09-24). Nr. VIII-1835. *Valstybės žinios*, 2000, Nr. 64–1914.

Lietuvos Respublikos gyventojų pajamų mokesčio įstatymas (galiojanti suvestinė redakcija [2020-02-01–2020-06-30](https://e-seimas.lrs.lt/portal/legalActEditions/lt/TAD/TAIS.171369?faces-redirect=true)). Nr. IX-1007. <https://e-seimas.lrs.lt/portal/legalActEditions/lt/TAD/TAIS.171369?faces-redirect=true>

Lietuvos Respublikos Vyriausybės 2018 m. gruodžio 12 d. nutarimas Nr. 1297 „Dėl Terminuotų darbo sutarčių dėl mentorystės sudarymo tvarkos aprašo patvirtinimo“. <https://www.e-tar.lt/portal/lt/legalAct/2a5c51d0036e11e9a5eaf2cd290f1944>tar.lt/portal/lt/legalAct/2a5c51d0036e11e9a5eaf2cd290f1944

## **REVIEWS, REPORTS, PRESENTATIONS OF ORGANISATIONS**

European Commission. (2010). *Regional Policy contributing to smart growth in Europe 2020*.  
[https://ec.europa.eu/regional\\_policy/en/information/publications/communications/2010/regional-policy-contributing-to-smart-growth-in-europe-2020](https://ec.europa.eu/regional_policy/en/information/publications/communications/2010/regional-policy-contributing-to-smart-growth-in-europe-2020)

Lietuvos bankas. (2020). *Metų ataskaita 2019*. <https://www.lb.lt/lt/apzvalgos-ir-leidiniai/category.38/series.204#group-2>

Lietuvos bankas. (2020). *Pranešimas Lietuvos Respublikos Seimui (2020 m. balandžio mėn.)*.  
<https://www.lb.lt/lt/apzvalgos-ir-leidiniai/category.38/series.203>

## **SOURCES OF STATISTICAL INFORMATION**

### **Frequently updated information**

Lietuvos bankas. (2020-04-29). *Toliau sparčiai didėjo Lietuvos rezidentų indėliai, o paskolos jiems mažėjo*. [Žiūrėta 2020-06-01]. <https://www.lb.lt/lt/naujienos/toliau-sparciai-didejo-lietuvos-rezidentu-indeliai-o-paskolos-jiems-mazejo>

### **Information stored on websites**

Lietuvos bankas. (2019-04-29). *Metinių finansinių ataskaitų rinkinys (2018 m.)*.  
<https://www.lb.lt/lt/apzvalgos-ir-leidiniai/category.38/series.201#group-2>

## INTERNAL DOCUMENTS OF ORGANISATIONS

Vilniaus universiteto senato 2020 m. balandžio 21 d. nutarimas Nr. SPN-22 „Dėl Vilniaus universiteto senato 2020 m. balandžio 7 d. nutarimo Nr. SPN-15 „Dėl 2019–2020 studijų metų pavasario semestro studijų Vilniaus universitete vykdymo nuotoliniu būdu“ įgyvendinimo“.  
<https://www.vu.lt/studijos/studentams/studijas-reglamentuojantys-dokumentai>

## DISSERTATIONS, MASTER THESES, ETC.

### *Doctoral dissertations*

*Kulikauskas, D. (2016). Measuring housing price misalignments in the Baltic State* [Daktaro disertacija, Vilniaus universitetas]. eLABa – nacionalinė Lietuvos akademinė elektroninė biblioteka.

### *Master theses*

Uzdraitė, J. (2017). [\*Darbo jėgos migracija Europos Sąjungos šalyse\*](#) [Magistro darbas, Vilniaus universitetas]. eLABa – nacionalinė Lietuvos akademinė elektroninė biblioteka.

## **6. DESCRIPTION OF THE PROCEDURE FOR THE PREPARATION, DEFENCE, ASSESSMENT AND STORAGE OF COURSE PAPERS AND BACHELOR THESES**

### **6.1. Selection and Approval of Topics for Course Papers**

6.1.1. The course paper shall be written in the study semester specified in the plan of a study programme. The topics of the course papers are offered by the faculty's academic staff and/or researchers working in the field of the study programme. Lecturers and/or researchers propose only as many topics as the number of papers they will undertake to supervise. The topic, if necessary, can be specified and modified. No later than 10 working days until the selection of course papers topics, SPC approved topics are announced to students in VUSIS and (or) VU FEBA website and (or) Virtual learning environment (VLE). The students select their course paper topics in VUSIS, no later than in the 2<sup>nd</sup> – 3<sup>rd</sup> week of the semester in which the course paper shall be defended.

6.1.2. The student may also suggest their preferred topic for the course paper. In this case, the student must submit a motivated request in VUSIS to the SPC no later than the first week of the semester in which the course paper is written. SPC chairperson or their appointed member of the committee reviews the request and decides on the approval of the topic. If the topic proposed by the student is not approved, the student must choose a topic from the topics offered by the SPC that has not yet been selected by other students.

6.1.3. No later than during the first 3 weeks of the semester in which the course paper is written, students (including those who participate in an exchange programme in that particular semester) choose the topics of the course paper in VUSIS and supervisors are assigned to them accordingly.

### **6.2. Preparation of Course Papers**

6.2.1. Course papers shall be prepared in accordance with these guidelines, which are publicly announced on VU FEBA website [www.evaf.vu.lt](http://www.evaf.vu.lt) and <https://www.evaf.vu.lt/en/>.

6.2.2. Seminars may be organized to facilitate the preparation of course papers, while methodological material is placed in the VLE.

6.2.3. Students shall write course papers individually.

6.2.4. Course papers shall be written in the standard Lithuanian language, except in cases when the study programme is conducted in English or the supervisor is a foreign lecturer. In terms of the possibility to prepare a course paper in English when the study programme is conducted in Lithuanian, the student must apply to the relevant SPC with a motivated request. The request must be approved by the supervisor assigned to the student. The student will be notified about the decision of the SPC to their university e-mail address within 5 working days from the receipt of the application.

6.2.5. The student shall consult the course paper supervisor on a regular basis according to a mutually agreed schedule. Consultations can also take place remotely using remote means of communication. The student shall report on each of the stages of course paper preparation in accordance with the procedure established by the supervisor.

### **6.3. Submission of Course Papers for Evaluation and Defence**

6.3.1. The final version of the course paper shall be submitted to the supervisor for evaluation at least 6 working days before the last scheduled day of submission of course papers. After the supervisor approves the final version, the student must upload their course paper (a *pdf* version) to VUSIS no later than 3 working days before the defence date. The course paper uploaded to VUSIS cannot be edited.

6.3.2. Before deciding whether or not to allow the defence of the course paper, the supervisor of the course paper must consult the computer plagiarism check report in EPAS or another plagiarism checking system. If the course paper meets the requirements, the course paper can be defended.

6.3.3. If the student fails to submit the course paper within the stipulated time or submits the paper that does not meet the methodological requirements, the supervisor of the course paper has the right to refuse to evaluate the work. In this case, the student shall not be allowed to defend the course paper, and the supervisor enters “Not allowed to defend” in VUSIS. The student can defend the course paper in the first two weeks of the new semester.

6.3.4. If plagiarism in the course paper is detected, the student is not allowed to defend the course paper, and the supervisor enters “Not allowed to defend” in VUSIS. The supervisor informs the Dean of VU FEBA in writing or by e-mail, submitting both the summary and the spreadsheet from the EPAS system and/or other information substantiating plagiarism. The Dean of VU FEBA imposes a penalty on the student provided for in the “Study Regulations of Vilnius University”<sup>8</sup>. The student can defend the course paper in the first two weeks of a new semester, but on another topic.

#### **6.4. Assessment and Defence of Course Papers**

6.4.1. The course paper shall be defended at the time mutually agreed between the student and the supervisor, but no later than on the last day of the semester in which the course paper is written.

6.4.2. The attendance of defence by the student who wrote the course paper is compulsory, unless they are unable to attend due to illness or other important reasons. The course paper can also be defended using remote communication tools.

6.4.3. When evaluating the course paper, the supervisor follows this Description (see **Annex 9**, Assessment Scale and Criteria for Course Papers and Bachelor theses) and the relevant course unit description of the study programme.

#### **6.5. Recording of the Defence and Storage of Course Papers**

6.5.1. Evaluation (grading) of course papers are entered into the VUSIS by the supervisors of course papers no later than within 5 working days after the defence.

6.5.2. The storage of written academic papers in VUSIS is regulated by the “Description of the Procedure for the Administration of Written Academic Papers in the Study Information System of Vilnius University”. The electronic version of the course paper uploaded to VUSIS is stored permanently and the written works uploaded to eLABa are stored in accordance with the terms and conditions of eLABa.

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<sup>8</sup> [https://www.vu.lt/site\\_files/Studies/Study\\_regulations/Study\\_regulations\\_of\\_VU.pdf](https://www.vu.lt/site_files/Studies/Study_regulations/Study_regulations_of_VU.pdf)

## 7. PROCEDURE FOR THE PREPARATION, DEFENCE, EVALUATION OF BACHELOR THESES

### 7.1. Selection and Approval of Topics for Bachelor Theses

7.1.1. Bachelor thesis shall be written in the last semester of the study programme.

7.1.2. If the course paper required in the study programme is a part of the bachelor thesis, the student further develops the topic of the course paper. The student's bachelor thesis is assigned to be supervised by the same lecturer who supervised the student's course paper. No later than the first two weeks of the semester in which the bachelor thesis is written, the student may, due to important reasons, request the SPC to change the supervisor of the bachelor thesis. In case of such a change, the academic workload of the supervisors shall be taken into account.

7.1.3. If there is no course paper in the structure of the study programme or the course paper is not a part of the bachelor thesis, no later than 10 working days until the selection of Bachelor thesis topics, SPC approved topics are announced to students in VUSIS and (or) VU FEBA website and (or) Virtual learning environment (VLE). The students select their Bachelor thesis topics in VUSIS, no later than in the 2nd – 3rd week of the semester in which the Bachelor thesis shall be defended.

7.1.4. The student may also suggest their preferred topic for the Bachelor thesis. In this case, the student must submit a motivated request in VUSIS to the SPC no later than the first week of the semester in which the Bachelor thesis is written. SPC chairperson or their appointed member of the committee reviews the request and decides on the approval of the topic. If the topic proposed by the student is not approved, the student must choose a topic from the topics offered by the SPC that has not yet been selected by other students.

7.1.5. No later than one month before the date of Bachelor thesis submission, students shall inform the SPC administrator about the final title of the thesis, which together with the list of supervisors shall be entered into VUSIS and approved by the order of the Dean of VU FEBA.

### 7.2. Bachelor Thesis Preparation

7.2.1. Bachelor theses are prepared in accordance with these guidelines that are publicly announced on VU FEBA website [www.evaf.vu.lt](http://www.evaf.vu.lt) and <https://www.evaf.vu.lt/en/>.

7.2.2. Seminars can be organized to assist the preparation of bachelor theses, and methodological material can be placed in the VLE.

7.2.3. Bachelor theses shall be written individually.

7.2.4. Bachelor theses shall be written in the standard Lithuanian language unless the study programme is conducted in English or the supervisor is a foreign lecturer. For the possibility to prepare bachelor thesis in English, when the study programme is conducted in Lithuanian, the student must apply to the relevant SPC with a motivated application, certified by the signature of the assigned supervisor. The student will be informed about the decision of the SPC by e-mail at the student's VU email address within 5 working days of receipt of the application.

7.2.5. The student shall periodically consult the supervisor according to a mutually agreed schedule. Consultations can also take place remotely using remote communication tools. The student shall report on each of the stages of the bachelor thesis preparation in accordance with the procedure established by the supervisor. A draft version of the bachelor thesis must be submitted to the supervisor no later than 4 weeks before the date of registration of the bachelor thesis.

### 7.3. Submission of Bachelor Theses for Evaluation and Defence

7.3.1. Access to the final stage of studies is allowed to those Bachelor students who:

- Have completed the entire study programme and have no debts and/or academic debts.
- Have fulfilled all financial obligations to the university.

- Uploaded their Bachelor theses into VUSIS by the deadline.

7.3.2. The final draft of the Bachelor thesis shall be submitted to the supervisor for assessment at least 15 working days before the date of the defence. After the supervisor confirms that the Bachelor thesis has been prepared properly and meets these methodological guidelines, the student must upload the Bachelor thesis and its metadata (including summaries in Lithuanian and English) to VUSIS no later than 10 working days before the defence. After uploading the thesis on VUSIS, the student shall confirm the warranty (see **Annex 7**) stating that the work has been prepared independently and honestly, that the formatting is correct, the summaries and the metadata are entered accordingly. The student must indicate in the warranty if an embargo period is needed. The work uploaded to VUSIS cannot be edited. Bachelor theses not uploaded to VU IS cannot be defended or evaluated.

7.3.3. Before deciding on the suitability of the Bachelor thesis for defence, the supervisor checks it in the EPAS or other plagiarism checking system and in VUSIS shall indicate their decision to allow or not allow the student to defend the Bachelor thesis. The decision must be made and indicated in VUSIS no later than 3 working days after the deadline for thesis submission. In the absence of the supervisor or in case of their illness, the decision shall be made by the Chairperson of the SPC upon the receipt of all information in line with the compliance of Bachelor thesis to the requirements from the supervisor. The decision in VUSIS is indicated by the administrator of the SPC.

7.3.4. If the supervisor decides that the Bachelor thesis has not been prepared properly and/or has been prepared without the supervisor's guidance and cannot be defended, they mark in VUSIS "Not allowed to defend" and write their arguments why the thesis cannot be defended. The student has the right to apply to the Defence Commission with a request to allow the defence of the Bachelor thesis without the permission of the supervisor. The student must submit the application and the Bachelor thesis to the Defence Commission no later than 2 working days from the date of the supervisor's decision not to allow the defence of the Bachelor thesis. After considering the motives of the student, the Defence Commission shall decide no later than 3 working days from the receipt of the student's application whether to allow the student to defend the Bachelor thesis. Within 1 working day of the receipt of the Commission's decision, the student shall be notified at their university e-mail address about the decision of the Defence Commission. If Defence Committee does not allow the student to defend their thesis too, the student is expelled from the University for not defending their thesis.

7.3.5. The Chairperson of the SPC and/or the Chairperson of the Defence Commission assigns the reviewers and opponents for the Bachelor thesis. Employees of other departments or other institutions and representatives of social partners may be invited to review the bachelor thesis. No later than 7 working days before the defence date, the SPC (branch) administrator sends the students' works to the reviewers and opponents who shall carry out the evaluation of bachelor theses. The reviewer submits their review to the SPC (branch) administrator no later than 2 working days before the defence date (see **Annex 8**). The bachelor thesis review shall be written in the language the study programme is delivered. No later than 1 working day before the meeting of the Defence Commission, where the Bachelor thesis will be defended, the SPC administrator shall send a review of the Bachelor thesis (without the evaluation proposed by the reviewer and questions for the defence) to the student at their university e-mail address.

7.3.6. If the supervisor, reviewer or the Defence Commission identifies a case of plagiarism, the Bachelor thesis cannot be defended, assessed and made public, and the student is then given a grade "Not allowed to defend". The person who detected the plagiarism in writing or by e-mail informs the Dean of VU FEBA, submitting both the summary and the spreadsheet from the EPAS or other plagiarism substantiating system. The student is subject to the penalty provided for in the Study Regulations of Vilnius University<sup>9</sup>.

#### **7.4. Defence and Evaluation of Bachelor Theses**

7.4.1. The Chairman of the SPC and/or the research departments of the faculty supervising the branches of the study programme at least one month prior to the date of submission of the bachelor thesis set the dates for the defence of the bachelor thesis and form the Defence Commission, coordinate with it and determine the dates of the bachelor thesis defence. The Defence Commission includes lecturers and/or faculty researchers of the respective field of study, as well as a representative of an external institution/organisation. The dates of

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<sup>9</sup> [https://www.vu.lt/site\\_files/Studies/Study\\_regulations/Study\\_regulations\\_of\\_VU.pdf](https://www.vu.lt/site_files/Studies/Study_regulations/Study_regulations_of_VU.pdf)

the defence and the composition of the commission are approved by the Rector on the basis of the order of the Dean of VU FEBA. Students, reviewers and opponents are informed about the bachelor thesis defence dates and bachelor thesis submission deadlines by the SPC (branch) administrators. Dates for the defence of bachelor theses are also provided in the timetable of VU FEBA, at least one month before the date of the bachelor thesis defence.

7.4.2. The defence of the bachelor thesis is public (except closed bachelor thesis defences) and takes place at the meeting of the Defence Commission in accordance with the procedure established in this Description.

7.4.3. At the request of the supervisor or the Chairman of the SPC or the institution where the work was prepared, the bachelor thesis may be defended in a closed meeting of the Defence Commission unless the bachelor thesis results are to be made public. An institution requesting a closed defence shall apply in writing to the Dean of VU FEBA no later than one month before the date of the bachelor thesis defence provided for in the respective study programme. The Commission then shall announce part of the meeting as closed.

#### **7.4.4. Preparation of presentation for the bachelor thesis defence:**

7.4.4.1. For the bachelor thesis defence, the student must prepare a presentation (e.g. on MS PowerPoint). The official University or Faculty slide template shall be used which can be found here: <https://www.vu.lt/apiemus/vuatributika> or <https://www.vu.lt/en/about-vu/vu-brand-style-guidelines>. The student must briefly present his/her work: state the problem, aim, objectives, discuss the applied methods and their reliability, reveal the results of empirical research, introduce the conclusions, provide and justify recommendations.

7.4.4.2. It is recommended to prepare about 10-12 slides (text, tables, figures – only what is presented in the bachelor thesis), for example: topic, author, supervisor of the bachelor thesis (slide 1); relevance and problem of the bachelor thesis (slide 2); aim and objectives of the bachelor thesis (slide 3); literature analysis (slides 4-5); aim, objectives, methods of the research, justification of the research sample (slides 6-7); research results (slides 8-10); conclusions and suggestions (slides 11-12). The slides delivering a presentation do not have to contain a lot of text, it is not advisable to choose a small font, it is better not to put several figures, tables, etc. in one slide.

#### **7.4.5. Defence of the Bachelor Thesis:**

7.4.5.1. The Chairperson of the Defence Commission opens the defence meeting and presents the defence procedure. The chairperson of the defence commission ensures the quorum, i.e. participation of more than 50% of commission members.

7.4.5.2. During the defence hearing, the Chairman of the Defence Commission invites students to defend their bachelor theses by introducing the name of the bachelor thesis being defended. The topic of the work that has already been approved cannot be questioned during the defence.

7.4.5.3. The defence of the bachelor thesis takes place in the language of the study programme in which the student is studying. The bachelor thesis presentation delivered by the student should not exceed 10 min. If a student exceeds the time assigned for the bachelor thesis presentation, the Chairperson of the Defence Commission has the right to terminate the presentation of the work after giving a warning remark.

7.4.5.4. After the student's presentation, the reviewer provides their opinion on the student's bachelor thesis. If the reviewer is not participating in the defence, their review is read by the bachelor thesis opponent. After the student answers the comments and questions raised in the review, a discussion with the student shall be held and questions raised by the bachelor thesis opponent. After the student answers the opponent's questions, the members of the Defence Commission or other persons participating in the defence may ask questions related to the published information.

7.4.5.5. At the request of the Defense Commission, the student must submit electronic (or physical) copies of the literature sources used and other research materials (in PDF or word format). At the request of the Commission, it is also necessary to submit the sources of the primary data, such as internet links to data

sources or survey platforms used and managed by the student. The information should be presented in such a format that the members of the Defence Commission can see the primary sources used in the research.

7.4.5.6. An online or hybrid bachelor thesis defence must be recorded and the video and/or audio recordings must be kept in accordance with the procedures laid down by the University – for a period of 6 months from the date of the publication of the final evaluation of the learning outcome. During the public defence of the bachelor thesis, the recording of the student's defence speech may be carried out by recording devices, after the persons involved in the defence had been informed accordingly. Students and/or other persons participating in the defence who wish to make or receive a record of the defence of the bachelor theses must obtain the permission of the Defence Commission. The Chairperson of the Defence Commission may impose additional requirements for the identification of students. The protection and use of personal data shall be regulated by the description of the procedure for the processing of personal data at Vilnius University.

#### **7.4.6. Assessment of the Bachelor Thesis**

7.4.6.1. Bachelor theses are evaluated in a closed meeting of the Defence Commission after completing the defence of all the bachelor theses of that day (or in cases where several defence streams are scheduled on the same day, after completing the defence of all the bachelor theses during a separate meeting).

7.4.6.2. The Defence Commission, when assessing the defence of students' bachelor theses, follows these guidelines (see the scale and criteria for the evaluation of course papers and bachelor theses in **Annex 9**) as well as the course unit description of the relevant study programme.

7.4.6.3. The Defence Commission, when assessing the student's bachelor thesis, takes into account the assessment of the bachelor thesis proposed by the reviewer (it is included in the final evaluation) and the defence of the bachelor thesis, i. e. the student's answers to the questions of the reviewer, opponent, members of the commission and other persons who participated in the public defence of the bachelor thesis.

7.4.6.4. The decision on the assessment of the bachelor thesis is made by the Defence Commission collegially. A member of the commission who did not take part in the defence of a particular bachelor thesis does not evaluate that work. In the absence of consensus, the decision on the final assessment of the bachelor thesis shall be taken by the Defence Commission by voting. The decision shall be taken by simple majority. If the opinions of the members of the Defence Commission regarding the assessment of the bachelor thesis are evenly distributed, the assessment of the bachelor thesis shall be determined by the assessment proposed by the Chairperson of the Defence Commission.

7.4.6.5. If the supervisor is a member of the Defence Commission, they shall not vote in deciding on the final assessment of the bachelor thesis of the student under their supervision. In cases where the Chairperson of the Defence Commission is unable to vote because the bachelor thesis of the student under their supervision is being evaluated and the opinions of the members of the Defence Commission on the bachelor thesis evaluation are evenly distributed, the evaluation is determined by the evaluation proposed by the Vice-Chairperson of the Commission elected by voting. If the reviewer is also a member of the Defence Commission, their proposed evaluation of the bachelor thesis is included in the final evaluation only once and can be proposed after the defense.

7.4.6.6. After the meeting of the Defence Commission, the Chairperson of the Commission or the SPC (or branch) administrator enters the final evaluations in VUSIS and, if needed, determines embargo period. The report and a bachelor thesis defence protocol are uploaded into the document management system "Avily's" and shall be signed by the Chairperson of the Defence Commission and the SPC (branch) administrator.

7.4.6.7. Student assessments are not made public, information on the assessment of each bachelor thesis is provided by the Chairperson of the Defence Commission to each student individually and/or students can find out their bachelor thesis evaluation in the VUSIS system where the assessment is entered no later than in one working day after the defence.

7.4.7. The Commission's decision on the assessment of the bachelor thesis is final and not subject to appeal. For procedural violations of the bachelor thesis defence that may have affected their assessment, the student has the right to apply to the VU FEBA Dispute Committee and submit an appeal in accordance with the VU FEBA Dispute Committee regulations no later than the next working day after the defence takes place. The

appeal must identify the specific breach of the bachelor thesis defence procedure and the circumstances confirming the existence of the breach.

7.4.8. A student who has not submitted the bachelor thesis within the allocated time or failed to defend their bachelor thesis shall be expelled from the University for failure. Usually, the second defence of the bachelor thesis is allowed only after the student resumes studies, no earlier than in the next academic year. However, the SPC may form the Defence Commission and allows its students to defend their Bachelor theses in the next academic semester. If the bachelor thesis prepared on the same topic is not defended for the second time, the work is prepared on another topic. A student who resumes their studies after they had been removed from the student lists due to a detected plagiarism must write the bachelor thesis on a new topic and are allowed to defend it only next academic year.

## **7.5. Storage and Publicity of Bachelor Theses**

7.5.1. The storage of written academic papers in VUSIS is regulated by the Description of the Procedure for the Administration of Written Academic Papers in the Study Information System of Vilnius University. Electronic documents are permanently stored in VUSIS, and the bachelor theses uploaded from VUSIS to eLABa are stored according to the procedure and deadlines set in eLABa regulations.

7.5.2. All the defended bachelor theses must be made public in eLABa, unless the Defence Commission decides not to publish the bachelor thesis in eLABa. A decision not to publish a bachelor thesis in eLABa can be made if:

7.5.2.1. The bachelor thesis uses confidential information as defined in accordance with the legislation of the Republic of Lithuania.

7.5.2.2. Uploading and/or making public the bachelor thesis would infringe the rights of the student, eLABa manager (s) or those of other copyright holders.

7.5.2.3. Uploading and/or publishing the bachelor thesis would violate the data subjects' right to privacy.

7.5.2.4. The student requests to establish an Embargo period in the Warranty.

# ANNEXES

## Annex 1. Example of the Title Page for the Course Paper and the Bachelor Thesis

VILNIUS UNIVERSITY  
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

STUDY PROGRAMME (TITLE)

Student's Name, Surname  
COURSE PAPER / BACHELOR  
THESIS

TITLE IN LITHUANIAN	TITLE IN ENGLISH
---------------------	------------------

Supervisor \_\_\_\_\_

(scientific, pedagogical titles of the supervisor, supervisor's name, surname)

Vilnius, 20..

## Annex 2. Example of Table of Contents of Course Paper and Bachelor Thesis

EXAMPLE OF TABLE OF CONTENTS FOR COURSE PAPER	
<b>TABLE OF CONTENTS</b>	
INTRODUCTION	4
1. LITERATURE REVIEW OF FACTORS INFLUENCING THE INTENTION TO PURCHASE HEALTH PRODUCTS ON THE INTERNET	7
1.1. Theories explaining consumer behavior when shopping online	7
1.1.1. The influence of planned behavior theory factors on the intention to purchase health products online	8
1.1.2. The influence of technology acceptance model factors on the intention to purchase health products online	10
1.2. Factors influencing the intention to purchase	11
1.2.1. Classification of factors influencing consumer behavior	12
1.2.2. Factors influencing consumers' intention to purchase different types of health products online	14
1.2.3. Factors influencing consumers' intention to purchase different types of health products in stores	16
1.2.4. Personal consumer factors influencing the intention to purchase wellness goods online	18
CONCLUSIONS	20
REFERENCES	22
PRIEDAI	25
EXAMPLE OF TABLE OF CONTENTS OF BACHELOR THESIS	
TURINYS	
INTRODUCTION	4
1. LITERATURE REVIEW OF FACTORS INFLUENCING THE INTENTION TO PURCHASE HEALTH PRODUCTS ON THE INTERNET	7
1.1. Theories explaining consumer behavior when shopping online	7
1.1.1. The influence of planned behavior theory factors on the intention to purchase health products online	8
1.1.2. Influence of technology acceptance model factors on the intention to purchase health products online	10
1.2. Factors influencing the intention to purchase	11
1.2.1. Classification of factors influencing consumer behavior	12
1.2.2. Factors influencing consumers' intention to purchase different types of health products online	14
1.2.3. Factors influencing consumers' intention to purchase different types of health products in stores	16
1.2.4. Personal consumer factors influencing the intention to purchase health products online	18
1.2.5. Situational factors influencing the intention to purchase health products online	20
2. RESEARCH METHODOLOGY FOR FACTORS INFLUENCING THE INTENTION TO PURCHASE MEDICINES ONLINE	22
2.1. Research objective, model, and hypotheses	23
2.2. Data collection methods and procedures	25
2.3. Data collection instrument	26
3. THE INFLUENCE OF ONLINE STORES, COMMUNICATION NEEDS AND PLANNED BEHAVIOR THEORY FACTORS ON THE INTENTION TO PURCHASE DIFFERENT TYPES OF MEDICINES ONLINE RESEARCH RESULTS	28

3.1. Demographics of research participants	28
3.2. Reliability of research instruments, construct formation, and normal distribution	30
3.3. Testing of research hypotheses	33
3.3.1. Influence of store factors on attitudes toward online medicine purchasing	35
3.3.2. Influence of communication need factors on perceived behavioral control	38
3.3.3. Influence of planned behavior theory factors on intention to purchase online	40
3.3.4. Summary of hypothesis testing	42
3.4. Analysis of control factors	45
3.4.1. Comparison of results between those who have and have not purchased medicines online in the past	46
3.4.2. Comparison of results between surveys on prescription and non-prescription medicines	47
CONCLUSIONS AND RECOMMENDATIONS	50
LIST OF REFERENCES	51
SUMMARY	57
SANTRAUKA	58
APPENDICES	59

**TITLE OF THE BACHELOR THESIS**

**NAME SURNAME OF STUDENT**

**Bachelor Thesis**

*Title of study programme*

Vilnius University, Faculty of Economics and Business Administration

Supervisor – lecturer / assoc. prof. / prof.....

Vilnius, year

**SUMMARY**

42 pages, 12 pictures, 5 tables, 46 references.

The main purpose of this work is based on scientific literature analysis to determine the motives that encourage the companies to implement Lean system, and to evaluate the benefits and perspectives of the Lean implementation in the selected company. The work consists of three main parts: the analysis of literature, the research and its results, conclusion and recommendations.

Literature analysis reviewed the main concepts of Lean, introduced the principles, methods and tools of Lean and the requirements for successful Lean implementation as well as indicated the benefits and the advantages that the companies obtain after Lean implementation.

After the literature analysis, the author has carried out the study about the motives, benefits and perspectives of Lean implementation in the selected company. During quantitative research employees have presented the answers to the prepared questionnaire and during qualitative research processes optimization coordinators was interviewed. The main purpose of the questionnaire was to find out if employees identify and eliminate wastes in daily work, how they implement Lean. The main purpose of the interview was to find out how the company implements Lean and what has changed after the implementation The performed research revealed that the implementation of Lean increase services quality, increase customer loyalty and satisfaction, improve morale, increased efficiency, reduce costs and wastes.

In conclusions and recommendations, after summarising the main concepts from the literature review and the results of the performed research, insights about the implementation of Lean in enterprises are provided. The author believes that the results of the study could give useful guidelines to the companies that are going to implement Lean and could help the companies, which have already implemented Lean to take more advantages of the system.

**BAKALAURO BAIGIAMOJO DARBO PAVADINIMAS**

**STUDENTO VARDAS PAVARDĖ**

**Bakalauro baigiamasis darbas**

***Studijų programos pavadinimas***

Vilniaus universiteto Ekonomikos ir verslo administravimo fakultetas

Darbo vadovas – lekt. / asist. / doc. / prof. ...

Vilnius, metai

**SANTRAUKA**

42 puslapiai, 12 paveikslėlių, 5 lentelės, 46 literatūros šaltiniai.

Pagrindinis šio darbo tikslas – remiantis mokslinės literatūros analize, nustatyti motyvus, skatinančius įmones diegti Lean sistemą, bei įvertinti Lean sistemos diegimo naudą ir perspektyvas pasirinktoje įmonėje. Darbą sudaro trys pagrindinės dalys: literatūros analizė, tyrimas ir jo rezultatai, išvados ir pasiūlymai.

Literatūros analizėje apžvelgtos pagrindinės Lean koncepcijos, pristatyti Lean principai, metodai ir priemonės bei reikalavimai sėkmingam Lean diegimui, taip pat nurodyta nauda ir privalumai, kuriuos įmonės gauna įdiegusios Lean.

Atlikęs (-usi) literatūros analizę, autorius (-ė) ištyrė Lean diegimo motyvus, naudą ir perspektyvas pasirinktoje įmonėje. Kiekybinio tyrimo metu parengtą klausimyną pildė įmonės darbuotojai, o kokybinio tyrimo metu buvo apklausti optimizavimo procesų koordinatoriai. Pagrindinis klausimyno tikslas buvo išsiaiškinti, ar darbuotojai identifikuoja ir šalina švaistymus kasdieniame darbe, kaip jie diegia Lean. Pagrindinis interviu tikslas buvo išsiaiškinti, kaip įmonėje diegiama Lean sistema ir kas pasikeitė po įdiegimo. Atliktas tyrimas atskleidė, kad, įdiegus Lean, gerėja paslaugų kokybė, klientų lojalumas ir pasitenkinimas, kyla moralė, didėja efektyvumas, mažėja sąnaudos ir atliekos.

Išvadose ir rekomendacijose, apibendrinus pagrindinės literatūros analizės koncepcijas ir atlikto tyrimo rezultatus, pateikiamos įžvalgos dėl Lean sistemos diegimo įmonėse. Autorius (-ė) mano, kad tyrimo rezultatai gali suteikti naudingų gairių įmonėms, ketinančioms diegti Lean sistemą, ir įmonėms, jau įdiegusioms Lean, padėti labiau pasinaudoti šios sistemos teikiamais privalumais.

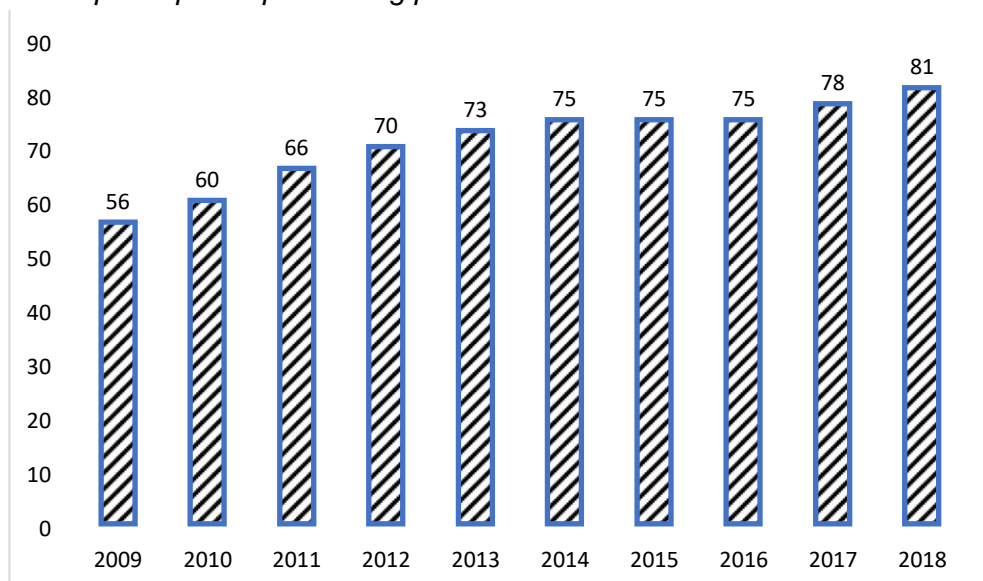
**Table 1***Lithuanian GDP in 2015 - 2018*

	2015	2016	2017	2018
GDP at current prices (million EUR)	37,434	38,849	42,191	45,114
Compared to a previous year (%)	102.0	102.4	104.1	103.5
Per capita at current prices (EUR)	12,886	13,545	14,917	16,104

Source: The Lithuanian Department of Statistics, 2019.

**Figure 1**

*Lithuanian GDP per capita in purchasing power standards. ES28-100*



Source: Eurostat database, 2019.

Vilniaus universiteto studijuojančiojo,  
teikiančio baigiamąjį darbą,  
GARANTIJA

WARRANTY  
of Vilnius University Student Thesis

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

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.

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.

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

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

Aš, [Vardas Pavardė], patvirtinu (pažymėti)

I, [Name Surname], confirm (check)

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, (parašas / signature) (data / date)  
surname)

**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:*

\_\_\_\_\_ mėnesių / months [embargo laikotarpis negali viršyti 60 mėn. / an embargo period shall not exceed 60 months].

Embargo laikotarpis nereikalingas / no embargo requested.

Embargo laikotarpio nustatymo priežastis / reason for embargo period:

.....

---

(vardas, pavardė / name, (parašas / signature) (data / date)  
surname)

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

---

(vardas, pavardė)

(parašas)

(data)

**Annex 8. Bachelor Thesis Review Form**

**BACHELOR THESIS REVIEW\***

Author of the Bachelor Thesis: \_\_\_\_\_

Title of the Bachelor Thesis: \_\_\_\_\_

Point-rated evaluation of criteria*	1	2	3	4	5	6	7	8	9	10
<b>1. Formulation and achievement of the aim and objectives of the Thesis</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>2. Compliance of the Thesis content and structure to the topic</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>3. Logical consistency of the thesis</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>4. Explicitness of literature analysis</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>5. Level of research methods</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>6. Level of the analysis of research data</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>7. The value of the author's "product", the theoretical and / or applied benefits of the Thesis</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>8. Validity of conclusions and recommendations</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										
<b>9. Language and style, technical design used in the Thesis</b>										
<i>If you rate the criterion less than 9 points, please provide your arguments</i>										

\* Evaluated criteria are of varying importance, therefore, their average does not necessarily correspond to the grade suggested by the reviewer

**Final conclusion and evaluation provided by the reviewer**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Questions to be raised during the defence (2-3 questions):**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Overall proposed evaluation (grade):** \_\_\_\_\_

**Reviewer's name, surname** \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

\*\* Recommended review form that might be modified by SPC in accordance with the programme specifics

### Annex 9. Recommended Assessment Scale and Criteria for Bachelor Theses

Student's abilities	Evaluation criterion	Evaluation level and its description*			
		Excellent level (grades 8-10)	Typical level (grades 6-7)	Threshold level (grade 5)	Fail (grade <4)
The ability to justify and clearly define the problem (gap), goal, and objectives of the work, based on previous research in the field	1. Formulation of research problem, aim and objectives	The research problem is relevant, complex, clearly defined, and well-motivated. The goal and objectives are clearly formulated. The limitations of the study are identified, well-founded, and related to previous scientific research.	The research problem is relevant, quite well defined, and justified. The aim and objectives are clearly formulated. The limitations of the study are justified, clearly formulated, and related to previous scientific research.	The research problem is defined, but it is not original and is not fully linked to previous scientific research. The aim and objectives are defined.	The problem, goal, and objectives of the work are defined unclearly, are not related to previous scientific research, or are not defined at all.
The ability to critically select literature and draw extensively on the latest achievements and/or relevant theories in the field being analyzed and related disciplines	2. Relevance of the content and structure of the work to the topic	The content and structure of the work fully correspond to the title and aim of the thesis.	The content and structure of the work correspond to the title and aim of the thesis.	The content and structure of the work partially correspond to the title and aim of the thesis.	The content and structure of the work does not correspond to the title and aim of the thesis.
	3. Logical consistency of the thesis	The thesis is characterized by a logical sequence and consistency.	The thesis is sufficiently logical, coherent, and consistent.	There are problems with consistency and coherence. The thesis lacks clear perspective of the author.	The thesis is scattered and lacks logical sequence and coherence.
	4. Comprehensiveness of literature analysis	The critical analysis of the literature is very thorough, of high quality, and clearly linked to the defined problem of the work and the latest scientific literature in the field. A considerable number of scientific literature sources have been analyzed and systematized.	The critical analysis of the literature is sufficiently in-depth, high-quality, and clearly linked to the defined problem of the work and the latest literature in the field. A sufficient number of scientific literature sources have been analyzed and systematized.	The literature analysis is not critical, it is weakly linked to the defined problem of the work and the latest literature in the field, and contains elements of descriptive work. Few scientific literature sources have been analyzed.	There is no critical analysis of the literature. Few scientific literature sources have been analyzed. Most of the sources analyzed are of little value or are not scientific. The work is descriptive in nature.
The ability to select appropriate	5. Level of research methodology	The research methodology and data collection process are well described and justified. The research methods	The research methodology and data collection process are sufficiently well described and	The research methodology and data collection process are described, but there are	The description of the research methodology and data collection

research methods and justify them, collect sufficient research data, describe the data collection process in detail, and analyze the collected data		are particularly well suited to the needs of the research problem. The research was conducted independently and competently.	justified. The research methods are well suited to the needs of the research problem. The research was conducted independently.	inaccuracies. The research methods partially meet the needs of the research problem, but they are not applied appropriately. The research was conducted independently.	process is unclear. There are indications that the research may not have been conducted independently.
	6. Level of research data analysis	The data obtained are highly relevant to the research problem and are more than sufficient in terms of quality and quantity. The analysis and interpretation of the research data are clear, well-founded, comprehensive, and transparent.	The data obtained are relevant to the research problem and sufficient in terms of quality and quantity. The analysis and interpretation of the research data are sufficiently clear, well-founded, and transparent.	There are problems with the suitability and adequacy of the research data in terms of quality and quantity. The analysis and interpretation of the research data are insufficiently clear and poorly substantiated.	The data obtained does not correspond to the problem analyzed in the work. The analysis of the research data is unclear or inadequately substantiated. There is a lack of interpretation of the research data.
The ability to formulate conclusions and specific proposals that contribute to the advancement of theoretical and/or practical knowledge, and to suggest avenues for further research	7. Value of the author's "product," theoretical and/or practical value of the research	Original results that are significant in theoretical and/or applied terms have been achieved.  The work may be proposed for publication in a scientific journal.	Achieve sufficiently significant results in theoretical and/or applied terms.	The results of the work correspond to the stated objective and problem, but do not have significant theoretical and/or practical significance.	The results of the work do not sufficiently correspond to the stated objective and problem. The work is of poor quality.
	8. Justification of conclusions and proposals	The conclusions and recommendations are well-founded on the analysis of literature and empirical research, and are presented very clearly. The proposed directions for future research and/or innovation are very clear, relevant, well-founded, and demonstrate novelty.	The conclusions and recommendations of the thesis are sufficiently substantiated by literature analysis and empirical research. The directions for future research and/or innovation proposed in the thesis are not described in detail.	The conclusions and recommendations are poorly supported by literature review and empirical research. No directions for future research and/or innovation are proposed.	The conclusions and recommendations are poorly supported by literature analysis and empirical research, presenting the results of the work rather than conclusions. No directions for future research and/or innovation are proposed.
The ability to master specialised concepts in the field of analysis,	9. The language and style used, technical formatting	The work is characterized by a mature academic style. The main idea of the work is conveyed very clearly and smoothly. The text is very coherent, easy to understand, and mistake-free. The citation and formatting of the text	The work is characterized by a sufficiently mature academic style. The main idea of the work is conveyed clearly, but there are mistakes in the text. The citation and formatting of the text	The work is characterized by a weak academic style. The main idea of the work is not conveyed clearly and smoothly enough, and there are quite a few errors in the text. The	The work is characterized by a very weak academic style. The text is difficult to understand and contains many errors. The citation and formatting of the text

demonstrate written and verbal expression, structure and compliance with methodological requirements		comply with the methodological requirements of VU FEBA.	generally comply with the methodological requirements of VU FEBA, although there are some errors.	citation and formatting of the text partially comply with the methodological requirements of VU FEBA.	only partially comply with the methodological requirements of VU FEBA. There are signs of plagiarism.
	10. Thesis defense	High level of thesis defense, demonstrating deep or very good knowledge of the analyzed field. The student answers all questions asked and is able to lead a discussion.	Average level of defense, demonstrating sufficient knowledge of the analyzed field. The student answers all questions asked.	Weak level of thesis defense, minimal knowledge of the analyzed field demonstrated. The student does not fully answer the questions asked.	Very weak level of thesis defense, demonstrating minimal knowledge of the analyzed field. The student is unable to answer the questions asked.

\* The final decision on the assessment of a thesis is made on the basis of consensus by the Defense Commission, after performing expert assessment.