



NATIONAL DEFENCE ACADEMY OF LATVIA



“Military Leadership and Security”

Professional Master’s Study Programme’s

GUIDELINES FOR

**THE DEVELOPMENT AND PRESENTATION OF
MASTER’S THESIS**

Rīga 2015

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The “‘Military Leadership and Security’ Professional Master’s Study Programme’s Guidelines for the Development and Presentation of Master’s Thesis” were developed by the National Defence Academy of Latvia’s Professional Master’s Study Programme.

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1. TERMS AND ABBREVIATIONS

BALTDEFCOL – Baltic Defence College

ECTS - European Credit Transfer System. Higher education credit point system which is used in Europe's higher education space, which includes all countries which are participants in the Bologna Process. The majority of the Bologna Process participants have adopted the ECTS in the acts which regulate their national higher education [*ECTS User's Guide* (Brussels, 6th February 2009), pg. 5; available at http://ec.europa.eu/education/lifelong-learning-policy/doc/ects/guide_lv.pdf [reviewed on 5/3/2012]].

EU – European Union

CP – In Latvia, Credit Points (CP) are defined as the equivalent of one week's full time studies. The equivalent of one study year's full time studies is 40 credit points. Multiply by 1.5 to recalculate Latvia's CP into European Credit Transfer System (ECTS) points.

LA - Learning Area

EC – Educational Council

EPSD – Educational Planning and Support Division

NDAL – National Defence Academy of Latvia

NATO – North Atlantic Treaty Organization

NAF – National Armed Forces

2. GOALS AND RESEARCH DIRECTIONS FOR DEVELOPING A MASTER'S THESIS

A **Master's thesis** is the research undertaken by the student in the military science field to the scope determined by the study programme. The Master's thesis is original thesis undertaken independently by the author, reflecting the results of the author's researched thesis. The Master's thesis is a **theoretical and practical/analytical research thesis** which provides well-grounded proposals as well as forecasts for the solution of a selected problem.

The Master's thesis is the "Military Leadership and Security" Professional Master's Study Programme's final stage and is a necessary condition for gaining a professional Master's degree in the military leadership and security area.

The goals of undertaking the Master's thesis are as follows:

- 1) to develop the student's academic research skill;
- 2) to develop the student's ability to analyse research in the military leadership and security area to the scope determined by the study programme;
- 3) to develop the student's skill in solving military leadership and security issues;
- 4) to develop the student's skill in applying theoretical knowledge in a practical way;
- 5) to develop the student's skill in working independently and systematically;
- 6) to refine the student's skill in deducing and providing justified and well argued proposals;
- 7) to refine the student's skill in completing the Master's thesis in accordance with the guidelines for completing a Master's thesis.

The Master's thesis can be submitted as:

- 1) a thesis about certain research;
- 2) a scientific paper about publications and academic research work that the author has been undertaken.

The recommended research directions for developing a Master's thesis in military science:

1. Military theory (contemporary military doctrine and the reflection of operational theoretical knowledge in practice).
2. Military leadership (leadership process, resources, leadership and personnel management).
3. Military history.
4. Military funding.
5. International relations theories (international strategic environment, conflict environment, military and non-military threats).
6. Crisis management.
7. Defence policy, planning and decision making.
8. Baltic defence issues.
9. Joint allied operations.
10. Capacity of different types of force and their utilization in joint operations.
11. NATO operational planning process.
12. Crisis response campaigns – peace keeping operations.
13. Operational trends and development.

14. Military education.

Selection and approval of the topic for the Master's thesis

The student selects and formulates the topic for the Master's thesis independently. It should be of current importance and must conform to the "Military Leadership and Security" Professional Master's Study Programme's chosen research direction. The Master's thesis topic can also be proposed by the officers' Latvian and foreign service leadership, if the plan is to explore a current military leadership and national security issue in the Master's thesis.

It is desirable that the student continues the research in accordance with the research topic nominated at the entry examination. But, it is possible to change or refine the topic during the period of study, by agreement with the thesis supervisor.

The student must submit an application for the topic for the Master's thesis in Latvian or English within the term fixed by the NDAL Educational Council. It is desirable that the application for the topic should be agreed with the potential thesis supervisor, indicating the student's and the thesis supervisor's contact information (see Annex 3.). In addition to the topic application, the student must also develop and submit a detailed research description (see Annex 2.).

The NDAL Educational Council ratifies the Master's thesis topic and thesis supervisor no later than 20 weeks prior to the submission of the Master's thesis. If the thesis topic is not ratified, the programme director is to offer the student a period of two weeks to refine the topic.

3. STRUCTURE AND CONTENTS OF A MASTER'S THESIS

The literature to be used must be collated prior to putting together the thesis structure. The information gathering stage is important in developing the thesis. The student must carefully and comprehensively research the theoretical and practical aspects of dealing with the selected problem and examine the literature sources and practical material at his/her disposal critically. Knowledge and experience gained during his/her service is also useful in this process.

The student must agree the initial structure of the thesis with the Master's thesis supervisor. After this consultation, the student must develop the final version of the structure for the Master's thesis, after which further research is undertaken on the chosen topic.

The Master's thesis consists of the following thesis sections: title page, annotation (Latvian and English), contents, introduction, theoretical and practical/analytical section, conclusions and proposals, conclusion, terms and abbreviations, literature list and annexes if necessary.

The suggested structure for the Master's thesis, based on the established volume of thesis is as follows:

- 1) title page – 1 pg.;
- 2) annotation – 1 pg.;
- 3) contents;
- 4) terms and abbreviations;
- 5) introduction – 5-8 pgs.;
- 6) theoretical section – 21-29 pgs.;
- 7) practical/analytical section – 21-29 pgs.;
- 8) conclusions and proposals – 4-5 pgs.;

9) literature list.

The Master's thesis is formed of parts and chapters, which can also be divided up into sub-chapters. The entire content of the Master's thesis must be purposefully and logically focussed on the solution of the author's selected problem.

The content and layout must correspond with the guidelines determined for the development of the Master's thesis. The thesis, excluding the annexes and the literature list, must be 60–80 pages in length.

3.1. Title page

The title page must include the essential information about the Master's thesis, indicating

- 1) the name of the educational institution;
- 2) the name of the author of the thesis;
- 3) the topic;
- 4) the type of thesis – Master's thesis;
- 5) information about the thesis supervisor (academic degree, service rank, position, name and surname);
- 6) the place of publication and the year of the thesis.

All of the information must be ordered in a certain sequence on the title page. The title of the thesis must be shown in Latvian and English on the title page of the Master's thesis. The title of the thesis (the topic) must be brief and informative. It must reflect the problem or the connection with the issues which are being researched.

The thesis supervisor's academic degree must be written in *italics* on the title page, using the accepted abbreviation for academic degrees. The supervisor's service rank, position, name and surname must be written in small letters as per the example. The layout of the page, in an A4 format, can be seen in Annex 5.

3.2. Annotation and keywords

The annotation is a brief description of the Master's thesis. Its aim is to provide a general idea about the content of the Master's thesis. The annotation must be written in Latvian and English. The structure and content of the annotation must be the same in both languages.

The annotation must contain the thesis topic, the goals of the research, an overview of the content of the Master's thesis – the main theoretical conclusions, research methods and the main results. The annotation includes the total number of pages in the thesis but it does not have to be shown in the contents. The annotation must be from 200 to 350 words.

At the conclusion of the annotation, 3–5 keywords must be provided which characterize the topic and essence of the thesis.

3.3. Contents

The contents provide information about the sections of the thesis. The commencement pages of the parts, chapters and subchapters are shown in the contents. All of the headings in the contents must appear exactly as they do in the thesis text. Depending on the research topic, the theoretical part is divided into two parts with chapters. The chapters can be divided into subchapters. There definitely has to be a practical or analytical part in the contents and in the thesis, respectively.

CONTENTS	
Introduction.....	
1. TITLE OF THE THEORETICAL PART.....	
1.1 Title of the first chapter.....	
1.2. Title of the second chapter.....	
1.3. Title of the third chapter.....	
1.3.1. Tile of the first sub-chapter.....	
1.3.2. Tile of the second subchapter.....	
2. TITLE OF THE THEORETICAL PART.....	
2.1. Title of the first chapter.....	
2.2. Title of the second chapter.....	
2.3. Summary.....	
3. TITLE OF THE PRACTICAL or ANALYTICAL PART.....	
3.1. Research methods.....	
3.2. Research results.....	
Conclusions and proposals	
Literature list	
Annexes.....	
1. Annex. (title of annex).....	
2. Annex. (title of annex)	

Figure 1. The Contents section in the Master's thesis

The contents are not framed. The titles of the parts, chapters and subchapters in the contents section must be numbered in Arabic numerals. The titles of the chapters and subchapters must be written using an indentation on the left hand side of the page. The first page of the introduction, conclusions and proposals, terms and abbreviations, literature list and the annexes are not numbered before the respective title. The commencement page number for the respective chapters in the Master's thesis must be shown in the contents against the title of each chapter, on the right hand side of the page using the Master's thesis overall numeration,.

3.4. Terms and abbreviations

The specific terms and abbreviations used in the Master's thesis are explained in this chapter. The title is included according to the contents. If necessary, a chapter can be divided into two parts:

- 1) terms – all of the terms used in the Master's thesis are listed in alphabetical order with their explanations provided allowing an author to avoid inaccurate interpretations in the thesis;
- 2) abbreviations – the abbreviations used in the thesis are listed in alphabetical order and explained.

Example. NDAL – National Defence Academy of Latvia.

3.5. Introduction

The formulation of the introduction to the Master's thesis must be clear, brief and specific, with its scope being equivalent to 10% of the entire thesis, about 5-8 pages. The contents of the introduction must be structured in a particular way. It must include the most important information about the topic researched.

Justification for the current significance of the chosen topic and its practical significance

The author of the Master's thesis describes the current significance of the topic to the reader, explaining why it should be researched. The topic's current significance is closely

connected with the innovative nature of the Master's thesis's and its practical significance. The main, previously introduced and collated theoretical conclusions in connection with the research on the specific theme, must be described in the justification. A brief description of the approaches which were used in solving the problem, the contradictions and insufficiently analysed problems in the research conducted previously, as well as arguments as to their insufficiency, must be included in the introduction to the Master's thesis. It is important to clarify and indicate a problem and how it came about in order to view it in a wider perspective. The reader must be introduced to the essence of the problem researched to pique his/her interest.

Research goal

The author of the Master's thesis formulates the goal as independent in-depth research of a problem, based on the significance of the topic, the subject of the research and his/her opinion about the problem's solution.

Research hypothesis or research question

The hypothesis is an assumption about various phenomena and the circumstances of processes and their causes, which are all connected with the particular situation. The hypothesis arises out of the subject of the research. It is an assumption formulated by the author him/herself, which he/she will test during the research to establish whether it will or won't be confirmed as a result of the research. By their content, the hypotheses can be divided into those that are expressed, firstly, about the existence of phenomena, secondly, about connections between the phenomena, and thirdly, about the causes of the connections between the phenomena.

Often the author of the thesis may be less interested in testing some assumption, but rather about obtaining additional information about phenomena in certain situations, the pace of their historical development and the results of their activity. In such a case, a research question can be put forward in which the unknown part of the reality to be researched is named.

Research tasks

The author puts forward the tasks to be solved to achieve the goals of the thesis. The tasks reflect the main content of the research. Usually one primary task is put forward for the development of each chapter in the thesis. As opposed to the goal, the tasks reflect all of the stages of research planning and implementation, from start to finish.

Research methods

The instruments to be used, with which the research hypothesis or questions can be tested. The more accurately and comprehensively research methods are chosen, the more successfully the Master's thesis's practical or analytical part can be developed.

The research is, to a degree, divided into the theoretically analytical and the empirical, i.e. the practical. It is desirable that both research approaches, the theoretical and empirical, are combined in the Master's thesis.

Theoretically analytical research involves a wide analysis of the literature, sources and documents and a comparison of theories, the interpretation and the creation of new theoretical conclusions, as well as the putting forward of proposals about the testing of theoretical assumptions in an empirical way.

Theoretical research methods consist of analyses of the scientific literature and of international experience. Theoretical research methods are used in the initial stage of the research, with academic facts and academic conclusions being the result. To develop the theoretical part of the Master's thesis, the following contemplative activities need to be undertaken: generalization, comparison, evaluation and interpretation.

The theoretical part of the thesis is finished off with a concluding section, in which theoretical criteria or theoretical conclusions are formulated according to how the analysis was undertaken in the empirical part of the thesis.

Empirical research is focused on clarifying the research hypothesis or research question using academic research methods. These are divided up into quantitative research methods and qualitative research methods.

Quantitative research methods consist of questionnaires and the analysis of secondary sources of statistics. This is divided up into two types of statistical analyses, namely, descriptive statistics – general indicator analysis (tables and graphics) – and conclusive statistics – correlation, dispersion, factor analysis et al.

Qualitative research methods consist of interviews (structured, partly structured and unstructured), document analysis, focus group discussions and situation analysis.

Research base

A general overview of the literature and sources used. The practical or analytical research base may also include an indication of the environment in which the research will be undertaken.

Research restrictions

Factors or conditions which inhibit the topic from being researched fully. Restrictions must always be justified and explained.

Thesis structure

The concluding part of the introduction which describes, in brief, the content of the chapters and indicates how many tables, figures and annexes there are in the research, how many units of theoretical literature and sources are listed, how many pages there are in the thesis excluding annexes, and how many – with annexes.

In writing the introduction, it is desirable that all informatively important words – **topicality, novelty, practical significance, research goal, research hypothesis/questions, research methods, research tasks, research restrictions** and **thesis structure** – should be highlighted in *bold* so that the reader finds it easier to orientate themselves within the thesis and to find the required information within it.

3.6. Plagiarism

Plagiarism means using ideas expressed or written by other researchers as if they were one's own. Plagiarism is one of the greatest violations that a student can do, and therefore, particular attention must be focussed on including and formulating correct references for the use of any text and ideas in the course of the Master's thesis development. In references, students must correctly indicate the sources of all ideas, metaphors, opinions, tables, graphics, methodologies, information and other borrowings. A reference should also be added in cases where the student paraphrases the ideas of other authors in his/her thesis. If specific phrases or text fragments from other authors are used in the thesis, then a reference will be insufficient. In such cases, a quote with quotation marks should be used.

References are not necessary where generally known facts are used, eg. Latvia became a member state of the European Union in 2004. According to internet resource *The OWL at Purdue* (<http://owl.english.purdue.edu/owl/resource/589/02>), information which is found without references in at least five authoritative sources is considered to be generally known. Sources must be shown in cases where facts are not generally known or are provided, interpreted as generally

known facts. If there are any doubts about whether information is generally known, then it's better to include a reference.

3.7. Theoretical part

The main directions and theories about the problem to be researched are explained and analysed in the theoretical part, analysing the research conducted and conclusions reached by other researchers. Scientific conclusions don't report, but analyse, compare and evaluate, emphasizing the position of the author of the Master's thesis, and justifying it. All of the questions set out in the theoretical part must correspond with the thesis topic, the selected goal and must ensure the successful undertaking of the research.

In preparation for writing up the theoretical literature report, the use of specialized (internet) data bases, dictionaries and encyclopaedias is recommended for the development of the list of keywords. It is important to find out the Latvian/national term corresponding to the English term, as data bases and the scientific literature are mainly in English. The most important sources of information are scientific articles, collections of articles from scientific conferences, monographs, thematic encyclopaedias and handbooks.

The use of popular academic-type publications, newspaper articles, materials distributed at teaching seminars, prospectuses, school books and internet materials (unless they are the electronic version of a scientific publication or a collation of statistical data) is not recommended. These kinds of publications and materials can be used only with specific examples and for illustration if this is required. It is desirable to refer to the primary source in the Master's thesis, i.e. authors who were the first to focus on researching the problem.

Plagiarism and excessive quoting are not permitted in the Master's thesis. All parts of the thesis must include references to the sources and literature used, firstly, if a quotation is mentioned in the text, secondly, if quantitative material, tables, figures or the formulas of another author are given in the text, and thirdly, if some source, scientific research or article is mentioned.

The theoretical part is divided into chapters and subchapters in which the research on the problem is described from the general to the specific, and is then reflected in a detailed way in the practical or analytical part. It is desirable that each chapter in the theoretical part commences with a statement about the topic and finishes with a brief conclusion. The formulation of theoretical criteria or theoretical conclusions is required in concluding the thesis's theoretical part. The analysis in the thesis's empirical part is then undertaken in accordance with it.

3.8. Empirical part

The empirical part includes the author's independently undertaken situation analysis and the results of the research. In this part, the author collates, analyses and evaluates the results obtained. An interpretation of the research results is required in the empirical part, evaluating possible alternative solutions in accordance with the goal and hypothesis or the research questions.

The use of data or materials is recommended in the practical or analytical part. An analysis of the data obtained must definitely be undertaken, explaining and justifying the trends and connections revealed. Research results are illustrated by figures (sketches, graphics, diagrams, photographs, drawings and charts) and tables. The repeated use of one and the same data in the thesis is not permitted, for example, where results are provided in a figure, but later – in table form. A presentation method should be selected which provides information about the phenomena researched in the best way and most accurately.

Careful data analysis is very important in the Master's thesis. Ensure that you have responded to the following questions:

1. Has the respective theory been tested?
2. Has a suitable theory or model been used for the research of the problem examined?
3. Has the respective theory or model been used correctly?
4. Will persons who are interested and will be reading your Master's thesis understand what is being done?
5. Have assumptions been clearly formulated?
6. Have the results been clearly portrayed?

Prior to writing up the conclusions from the Master's thesis, one should, firstly, ascertain what new conclusions have been gained in the data analysis, secondly, whether it is currently possible to achieve the tasks selected for the Master's thesis, thirdly, whether the results of the analysis create or provide new solutions!

3.9. Conclusions and proposals

The conclusions and proposals are the concluding part of the Master's thesis. They should reflect the student's most important conclusions and assessments about the research problem, which arise from the independently undertaken content of the thesis, conform to the goal of the thesis, are logically ordered and correctly formulated. It is useful to express each conclusion and proposal in a separate point or paragraph form.

The conclusions reflect the most important research conclusions, which include answers to the goal put forward in the introduction, the research hypothesis or questions and tasks. This part of the thesis has to be sufficiently short and concentrated but must reflect all of the independent conclusions which have come up during the course of the thesis.

The conclusions must stem from the thesis, and can't be based on data and facts which aren't mentioned in the thesis. Citations from the thesis of other authors are not allowed in the conclusions. They have to reflect the student's own ideas, opinions and conclusions only.

It is desirable that conclusions should be structured in a particular sequence, from the general to the specific, in the following way:

- 1) a confirmation or denial of the research hypothesis, replies to survey questions;
- 2) the main conclusions from the theoretical analysis;
- 3) the main results of the practical or analytical part;
- 4) the theoretical and practical significance of the research;
- 5) future directions for the research.

The proposals must stem from the conclusions made in the Master's thesis. The author collates the solutions that he/she has developed and provide recommendations for the solution of the problem in the proposals.

3.10. Literature list

All of the literature and other sources mentioned in the thesis which have been referred to in the text of the Master's thesis must be shown in a certain sequence in the literature list. The list of literature used in the Master's thesis is usually arranged in alphabetical order. The literature list is arranged in a combined list which commences with the sources of literature in the Latvian language, including electronic resources, and then sources in English and in other foreign languages, which use the Latin alphabet. Sources that use the Slavic alphabet (*Cyrillic*) are

arranged in alphabetical order at the end of the list, continuing the common numeration. A listing of unpublished materials in alphabetical order is included at the end of the literature list as well.

3.11. Annexes

The recommendation, if there is a lot of illustrative material (drawings, images, tables or charts) in the Master's thesis or it is very voluminous, is that it be placed at the end of the thesis in annexes. The annexes are separated from the overall thesis and are arranged with the heading 'ANNEXES' on a separate title page (horizontally in the centre of the page).

Each specific annex must be numbered with Arabic numerals and commenced on a new page. The number along with the word *Annex* is written on the top right hand side of the page, for example, 'Annex 1.', 'Annex 2.' etc. The title page for the annexes should not have a number on it, but is included in the overall page numeration in the Master's thesis. The other annexes are numbered, adhering to the overall page numeration in the Master's thesis.

The text must contain references to the material in the annex/es. Each annex must have its title written under the number. The annexes (figures and tables) must be arranged according to the layout of the Master's thesis, maintaining a unified style. Various support materials, which cannot be included in the body of the thesis due to their size or nature, for example, photographs, large charts, diagrams, tables and questionnaires, can be included.

The inclusion of information in the annexes, which is not referred to in the text is not permitted. If the thesis contains one annex, it is numbered as the first annex.

3.11. Documentary page

At the end of the Master's thesis, the author prepares and includes a documentary page as the final page in the overall Master's thesis, in which:

- 1) the author of the Master's thesis confirms, by his/her signature, that he/she has undertaken the thesis independently and there have been no breaches of the law on copyright in it;
- 2) the thesis supervisor, by his/her signature, confirms that he/she recommends the presentation of the thesis.

An example of the documentary page for the Master's thesis is attached at Annex 6.

4. FORMATTING FOR THE MASTER'S THESIS

4.1. Page and text formatting

The Master's thesis must be arranged using a computer, printed by laser printer in black print on white standard size A4 format (210 x 297 cm) pages, and printed on one side of the page. Each page must be numbered. The pages must be numbered from the title page, on which a number is not placed, onwards. Page numbers are also not placed on the annotation and contents pages. The numeration commences from the introduction page, at the bottom of the page (in the centre) with Arabic numerals.

The line spacing is 1.5. The edges of the text are aligned from either side. Indentations from the edges of the page are as follows:

- 1) 30 mm – from the left side of the page;
- 2) 20 mm – from the right side of the page;
- 3) 20 mm – from the top and bottom of the pages.

See the distance of the text from the sides of the page in Figure 2.

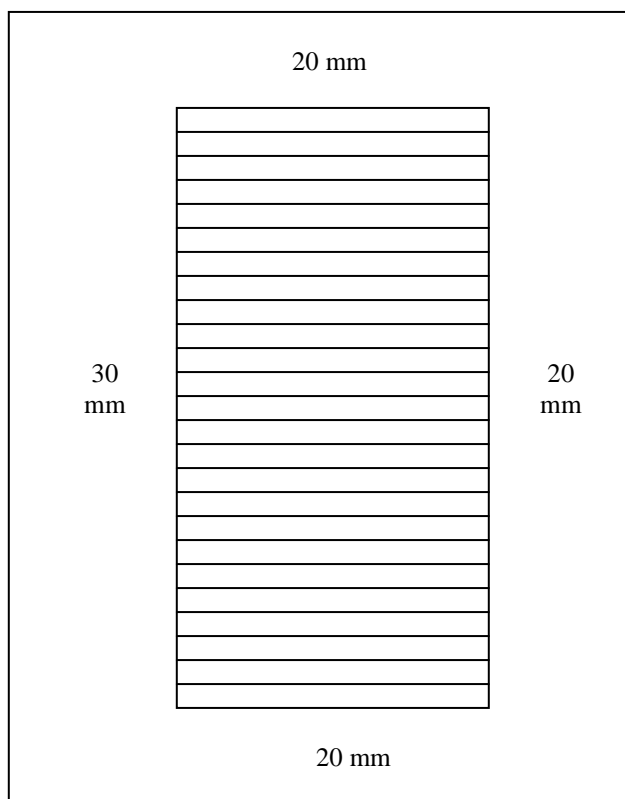


Figure 2. Text formatting on the page

The text is divided into paragraphs with indentations from the left hand side of the page. Each new paragraph must be commenced with a 10 mm indentation. A page must not contain just a single line of text and a page cannot terminate with a heading.

If a listing is required in the text, numeration can be used: 1., 2. etc.; 1), 2) etc.; a), b) etc.; A, B etc. Consistent numeration in listings must be used in the Master's thesis – the same kind of numerals/letters must be used in the listings, respectively. In creating these listings, the use of a text editor is desirable.

The size of the lettering in the text is 12 pts with *Times New Roman* for the font. If the author wishes to highlight some word or words in the text, then *bold* should be used in writing it.

The size of the headings for the parts – 14 pts, the size of the chapter headings – 13 pts, the size of the sub-chapter headings – 12 pts. The Master's thesis can also contain unnumbered sub-headings, which the author of the Master's thesis may use in some particular section of the Master's thesis to structure the text. The size of the unnumbered sub-headings – 12 pts. In writing headings, sub-headings and unnumbered sub-headings, the *Times New Roman* font should be used with *bold*. A full-stop is not placed after a heading.

The Master's thesis's part (first level heading) and chapter (second level heading) headings must be centred, whereas the sub-headings (third level heading) must be located on the left hand side of the page above the sub-chapters. Part headings are written with large letters in *bold*, while chapter and sub-chapter headings – with small letters in bold with the first letter in capitals. Unnumbered sub-headings are written on the left hand side of the page without an indentation with small letters in *bold* (see Figure 3.).

The heading must be separated from the previous section of text with a 10–12 pts space, with a 6-10 pts space from the text which follows after the heading. If a lower level heading follows a higher level heading, there should be a 10 pts space. Unnumbered sub-headings are written in keeping with the text, i.e., – in 12 pts, in the *Times New Roman* font, and are not separated from the rest of the text.

Arabic numerals are used in the numeration of headings and sub-headings. Headings and sub-headings are numbered as follows: the number 1., is placed in front of the part heading; the chapters are numbered 1.1., 1.2. etc. If the chapter has sub-chapters, they are numbered 1.1.1.; 1.1.2. etc.

Part and chapter headings and sub-chapter headings must be according to the headings and sub-headings in the contents. The words in the headings and sub-headings are not separated in transferring them to a new line, they are not underlined and abbreviations are not used. A full-stop is not placed at the end.

A new section is to be commenced on a new page, while chapters, sub-chapters and sub-paragraphs are written as a continuation of the previous text.

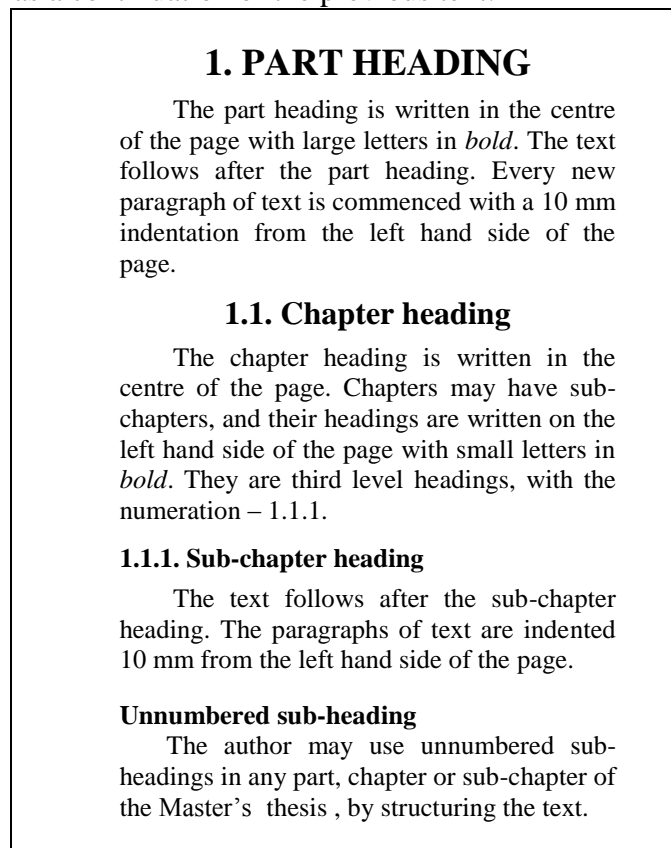


Figure 3. Text structure for the Master's thesis

The headings “Annotation”, “Terms and abbreviations” “Introduction”, “Conclusions and proposals”, “Literature list”, “Annexes” are not numbered in the text. They are not numbered in the contents either.

4.2. Formatting of figures, tables and formulas

Figures and tables make the Master's thesis clearer and their use is desirable. The figures and tables placed in the Master's thesis should be analysed. If the figure or table has been taken from some source, its original source must definitely be shown after the caption under the figure or in the table's title reference. The caption under the title of the figure or table must be on the same page as the figure or table, and that's why one should check whether the formatting of the figures and tables is correct when formatting the text.

Examples of figures:

- 1) sketches;
- 2) drawings;
- 3) diagrams;
- 4) graphs;
- 5) charts;
- 6) photographs et al.

Figures, tables and formulas are placed in the middle of the page after paragraphs or references relating to them. Neither parts, chapters, sub-chapters nor sub-paragraphs should begin or end with a figure, table or formula.

There should be an explanatory caption under each figure (in the centre). A full-stop is not placed after it. The title is in *bold*, but not *italicized*. The figures are numbered consistently with Arabic numerals throughout the Master's thesis and the word "figure" is *italicized*, for example, *Figure 1.*, *Figure 2.*, etc., with lettering at size – 12 pts.

The space between the figure and the explanatory caption for the figure – 6 pts, between the explanatory caption for the figure and the text – 12 pts. If the figure has been taken from some literature source, the source number in the Master's thesis's literature list and the specific page or internet source number is shown in brackets after the explanatory caption for the figure. See examples of formatting in Figures 4–6.

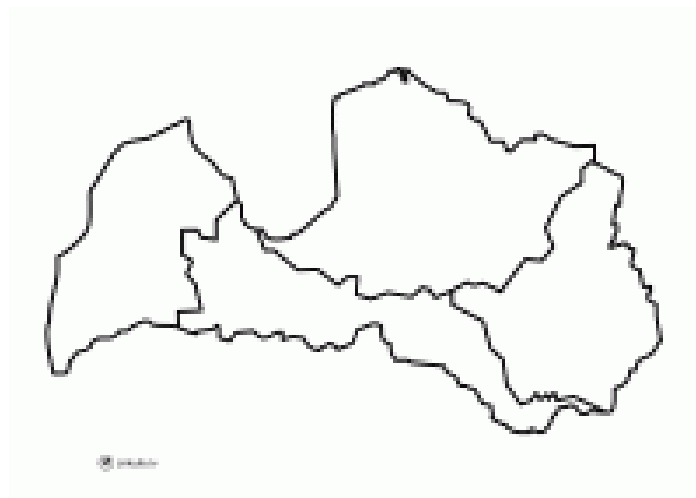


Figure 4. Schematic portrayal of Latvia's regions (reference)

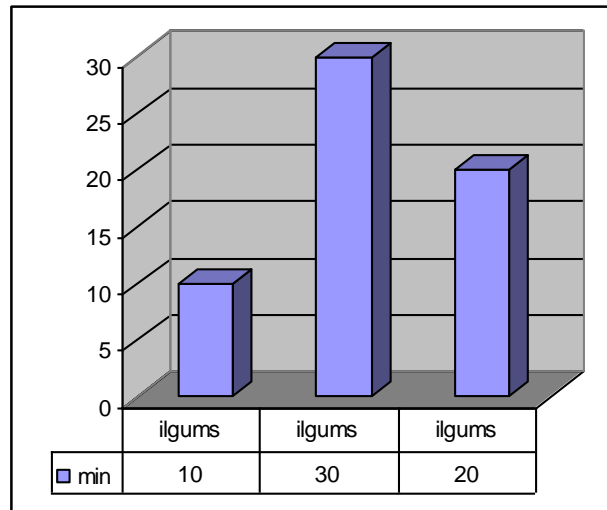


Figure 5. Transport movement time

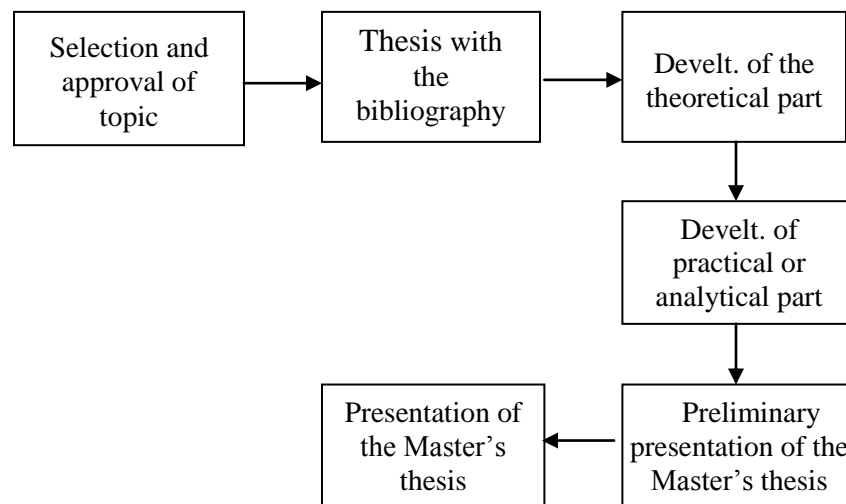


Figure 6. Schematic portrayal of the primary stages in the development of the Master's thesis

Each table in the Master's thesis must have a consecutive number and a title. The title of the table is written above the table (in the middle) in **bold** and is *not italicized*, but the word "table" is written in *italics* and numbered in Arabic numerals consecutively throughout the Master's thesis, for example, *Table 1.*, *Table 2.*, etc., with lettering at size – 12 pts.

A full-stop is not placed after the title of the table. The space between the text and the title of the table – 12 pts, between the title of the table and the table – 6 pts, between the table and the text – 12 pts. If the table has been taken from some literature text, the number of the original source from the Master's thesis's literature list and the specific page (see Table 1.) is shown after the table heading (in brackets).

Table 1. Rise in trajectory in metres (reference)

Weapon Distance (m)	100	200	300	400	500	600	700	800	900	1000	1500
1	2	3	4	5	6	7	8	9	10	11	12

It is desirable that the table should be created so that the table fits into half a page or a page. If the table has to be continued on the next page, then *Table 1. continued*, for example, should be written on the right side of the next page. In anticipating such a need, an additional table row should be included in the tables under the table heading, in which the table's heading columns are numbered. This is necessary so that one doesn't have to start with a table heading in the table's continuation on the next page. The size of the numbers in the additional table row placed in the table is 8 pts. (see *Table 1. continued*).

Table 1. continued

1	2	3	4	5	6	7	8	9	10	11	12

The formulas used in the Master's thesis are numbered consecutively with Arabic numerals throughout the thesis. The size of the letters, numbers and symbols – 12 pts. The numeration for the formulas in the thesis is written in square brackets on the right hand side of the page after the formula. Note: a comma is placed after the formula, with the word “where”, the number of the formula's order is shown and the interpretations for the symbols in the formula are written underneath in the column – this is compulsory.

$$\varepsilon = \frac{H \times 1000}{[1] T}, \text{ where}$$

ε – average angle of the target;

H – height of the target in metres above the shooting level;

T – shooting distance in metres.

In referring to a formula in the Master's thesis, the number is included in brackets, for example, “Formula [1] is used to calculate...” If the formula has been derived by or drafted by the author of the Master's thesis him/herself, then a reference must be provided, for example, Formula [5] was drafted by the author.

The formatting requirements for the Master's thesis are collated in Annex 10.

4.3. Formatting of references

In using the thesis of other authors in the Master's thesis, one should denote them by using a reference. References in the Master's thesis should be used for quotes or in summarizing the ideas of other authors etc. In quoting other authors or citing text from other documents, the quote should be placed in inverted commas and the author and the source of the literature must be shown.

References in footnotes may be used in the Master's thesis. The sources and literature list are formatted according to the Harvard Reference System¹.

¹ Harvard Referencing System – guide and examples. Available:
http://www.staffs.ac.uk/support_depts/infoservices/learning_support/refzone/harvard/ (Accessed 27.2.2015.)

Book (if there is one author): the author's surname and initials, the year of publication in brackets, the title of the book in *italics*, the edition number (if there are repeated editions), the place of publication and the publisher.

Examples:

Deksnis, E.B. (1998) *Eiropas apvienošanās, integrācija un suverenitāte*. Rīga: Junda.

Pitt, C. (2012) *Pro PHP MVC*. Berkeley, CA: Apress.

Book (if there are two or three authors): the author's surname and initials, the author's surname and initials, and the author's surname and initials, the year of publication in brackets, the title of the book in *italics*, the edition number (if there are repeated editions), the place of publication and the publisher.

Examples:

Ozoliņa, Ž., Reinholde, I. (red.) (2009) *Laba pārvaldība*. Rīga: Zinātne.

Bradbury, I., Boyle, J. and Morse, A. (2002) *Scientific Principles for Physical Geographers*. Harlow: Prentice Hall.

Book (if there are four and more authors): the author's surname and initials, et. al. (and others), the year of publication in brackets, the title of the book in *italics*, the edition number (if there are repeated editions), the place of publication and the publisher.

Example:

Campbell, N. A. et al. (2008) *Biology*. 8th Ed. London: Pearson.

Book (if a chapter of a book or a collection of articles has been used): the author's surname and initials, the year of publication in brackets, the name of the chapter, the book's author (if this differs from the author of the chapter), the title of the book in *italics*, the place of publication, the publisher, indicating the pages of the excerpt used.

Examples:

Rostoks, T. (2012) Cilvēkdrošība un ārpolitika: pētnieciskā ietvara meklējumos.
Ozoliņa, Ž. (red.) *Cilvēkdrošība Latvijā un pasaulē: no idejas līdz praksei*. Rīga: Zinātne, 140.-162. lpp.

Secchi, C. (1997) The Political Economy of the Uruguay Round: Groups, Strategies, Interests and Results. In: *Multilateralism and Regionalism after the Uruguay Round*. Faini, R., Grilli, E. (eds.). Macmillan Press, pp. 61–96.

Book (if the book's author is the editor): the author's surname and initials, the abbreviation for editor in brackets, the year of publication in brackets, the title of the book in *italics*, the place of publication, the publisher, indicating the pages of the excerpt used.

Examples:

Ozoliņa, Ž. (red.) (2012) *Cilvēkdrošība Latvijā un pasaulē: no idejas līdz praksei*. Rīga: Zinātne.

Fontana-Giusti, G. (ed.) (2008) *Designing Cities for People: Social, Environmental and Psychological Sustainability*. London: Earthscan.

Article in a journal: the author's surname and initials, the year of publication in brackets, the title of the article, the title of the journal in *italics*, the number (edition, number), pages.

Examples:

Rostoks, T. (2012) Cilvēkdrošība un ārpolitika. *Latvijas intereses Eiropas Savienībā*. 2, 60.-67. lpp.

Carrubba C.J. and Volden C. (2001) Explaining institutional change in the European Union: What determines the Voting Rule in the Council of Ministers. *European Union Politics*. 2 (1), pp. 5–30.

Article in a newspaper: the author's surname and initials, the title of the article, the name of the newspaper in *italics*, the date, pages.

Examples:

Krūmiņš, M. (2003) Indija un Pakistāna atjaunos diplomātiskās attiecības. *Neatkarīgā Rīta Avīze*, 6. maijs, 7. lpp.

Duxbury, C. (2015) Baltic Neighbours Gird Against Russia. *The Wall Street Journal*, 30th April –3rd May, p. 4.

Article in a newspaper (if the article is available online): the author's surname and initials, the year of publication in brackets, the title of the article, the name of the newspaper in *italics*, the word [online] in square brackets, the day and month, pages, available: internet address, accessed: date.

Examples:

LETA/AFP (2015) Pretēji solītajam, daudz NATO dalībvalstis nav palielinājušas aizsardzības budžetus. *Diena*. [Tiešsaistē] 26. februāris. Pieejams: <http://www.diena.lv/pasaule/preteji-solitajam-daudzas-nato-dalibvalstis-nav-palielinajusas-aizsardzibas-budzetus-14089242> [Aplūkots: 27.02.2015.].

Randerson, J. (2008) Researchers find fish that can count up to four. *The Guardian*. [Online] 26th February, p. 14. Available from: <http://theguardian.co.uk>. [Accessed: 22nd May 2012].

Materials from the internet: the surname and initials of the author of the home page (if they are shown), the year of publication in brackets, the title of the materials, [online] in square brackets, available: internet address, accessed: date.

Examples:

TVNET/Nekā Personīga (2012). *Gads kopš traģēdijas: Kāda tagad ir Japāna*. [Tiešsaiste] Pieejams: http://www.tvnet.lv/zala_zeme/zala_dzive/413162-gads_kops_tragedijas_kada_tagad_ir_japana [Aplūkots: 30.08.2014.].

North Atlantic Council. (2012) *Chicago Summit Declaration*. [Online] Available from: http://www.nato.int/cps/en/natohq/official_texts_87593.htm [Accessed: 22nd April 2013].

Materials from institutions: the name of the country, the title of the institution, the year of publication in brackets, the title of the materials in *italics*, the place of publication, the publisher, the number of the materials in brackets, pages.

Examples:

Latvijas Republika. Iekšlietu ministrija. (2010) *Drošības policijas 2010.gada darbības pārskats*. Rīgā, 4. lpp.

European Commission. (2012) *Solidarity that spans the globe: Europeans and development aid*. Report. Special Eurobarometer 392, Brussels, p.12.

Legislation: the institution which issued the document (the author), the year of publication in brackets, the title of the document, the date it came into force in brackets, the publication (in *italics*) in which the legislation was published, the year, number (date), pages.

Examples:

Latvijas Republikas Saeima (2013) *Latvijas Republikas Zemessardzes likums*. Spēkā ar 01.09.2010.

ES Padome (2013) Lēmums par Eiropas Savienības militāro misijas, lai palīdzētu Mali bruņoto spēku apmācībā (EUTM Mali) 2013/34/KĀDP. *Eiropas Savienības Oficiālais Vēstnesis*. 18.01.2013. L 14/19.

Security Council (2001) *Resolution 1386 (2001)*. 20th December 2001, No. S/RES/1386 (2001).

Interviews: the name and surname of the person interviewed, the date of the interview in brackets, interview with the author, the organization that he/she belongs to and the date, the place of interview.

Examples:

Skabarga, E. (2007) Intervija ar Eiženiju Skabargu, Interneta plaģiātisma apkarošanas vienības priekšnieci, 03.03.2007., Rīgā.

Hatton, A. (2008) Interview with A.Hatton on 15th April 2008. Stoke on Trent.

Lectures or materials from other public events: the lecturer's surname and initials, the date of the lecture in brackets, the name of the lecture in *italics*, the lecture in square brackets, the name of the course, the title of the educational institution, the department, the date.

Examples:

Graube, R. (2013) *Uzruna NBS ikgadējā konferencē*. NBS Apvienotais štābs, 18.04.2013.

Fish, J. (2007) *Future of Information* [Lecture] Academic Futures. Information Management Module. Staffordshire University, Library, 18th July 2011.

Conference materials: the surname and initials of the author, the date of publication in brackets, the title of the publication, the name of the conference in *italics*, the dates and venue of the conference, the place of publication, the publisher, pages.

Examples:

Ozoliņa, Ž. (2011) Cilvēkdrošības koncepta piemērošana krīzes apstākļos.
Apvienotais Pasaules latviešu zinātnieku 3.kongress un letonikas 4. kongress.
2011.gada 24.-27.oktobris. Rīgā, 5.-11.lpp.

Fish, J. (2008) Managing changes in the workplace. in *Professional Managers Conference*. Blackpool, Monday 18th to Wednesday 20th February 2008. Blackpool: PubM., pp. 42-45.

Formatting of references in the text

References are shown in the footnotes at the bottom of each page. An indicator is put in the place where the author wishes to comment (referring to a source or literature or to explain what has been stated in the text in more detail), this same indicator is repeated in the footnote section and the bibliographic reference or note is written after it. If there are a number of consecutive references to the same thesis on the same page, then in the subsequent reference, one writes the word "*Ibid.*", with a reference to the relevant page.

Examples:

¹⁴Deksnis, E.B. (1998) *Eiropas apvienošanās, integrācija un suverenitāte*. Rīga: Junda, 13. lpp.

¹⁵Turpat, 16. lpp.

¹⁶Turpat.

¹⁷Fontana-Giusti, G. (ed.) (2008) *Designing Cities for People: Social, Environmental and Psychological Sustainability*. London: Earthscan, p. 10.

¹⁸*Ibid.*, p. 16.

¹⁹*Ibid.*

5. DEVELOPMENT STAGES FOR THE MASTER'S THESIS

The Master's thesis is developed in stages, with the submission of materials in a number of intermediate stages so that the Master's thesis supervisor can consult with the student and control the process for the thesis's development.

The development phases for the Master's thesis correspond to the terms determined by the study plan. Usually the development of the thesis can be divided up into a number of stages (see Figure 7.).

1. Development of the concept – the first stage of the Master's thesis concept is already undertaken while the student is in the status of applicant for the Master's studies programme, preparing the Master's thesis research application for the entry test. The direction for the Master's thesis research can be changed during the study process, when the Master's thesis has acquired additional knowledge and skills. However, it is advisable that the desirable concept for the study be determined at the commencement of the study,

as this provides the student additional time for the analysis of the literature sources and the undertaking of the practical or analytical research.

2. The (approved) Master's thesis supervisor is selected during the first study semester, and specialists in the area of research or Master's thesis consultants can be appointed if necessary.
3. In the first and second study semester, the Master's student undertakes deeper research on literature sources in consultation with the Master's thesis supervisor.
4. At the end of the second study semester, the student submits the broadened Master's thesis topic application which has been approved in writing with the Master's thesis supervisor to the NDAL EPSD. The topic application is approved by the NDAL Educational Council.
5. The student submits the Master's thesis development plan to the Master's thesis supervisor, indicating the due dates.
6. The development of the Master's thesis takes place in the third study semester, by consultation with the supervisor. The student also continues to acquire the required academic research methodology for the writing of the Master's thesis.
7. In the first part of the third semester, the theoretical part and the practical or analytical part of the Master's thesis has to be 80% completed, as the preliminary presentation of the Master's thesis takes place.
8. The completion of the theoretical part and the practical or analytical part and preparation for submission to the NDAL takes place in the second part of the third semester.
9. The formatting, binding, and submission of the Master's thesis to the NDAL EPSD and the determination of the presentation date.
10. Preparation for the Master's thesis presentation.
11. Presentation of the Master's thesis.

Those students who have successfully completed the study programme and received the required number of credit points have the right to present their Master's thesis.

If the thesis is not submitted within the designated time, the student must submit a written application to the NDAL EPSD, indicating the reason why the Master's thesis has not been completed. In cases where the thesis supervisor does not agree with progressing the Master's thesis for presentation, but the student wishes to continue the development of the thesis, he/she can ask for an academic extension of the study for one semester. The maximum academic extension for studies is two semesters. If the student has been unable to comply with his/her obligations during the academic extension, he/she is discharged as not having completed the study programme.

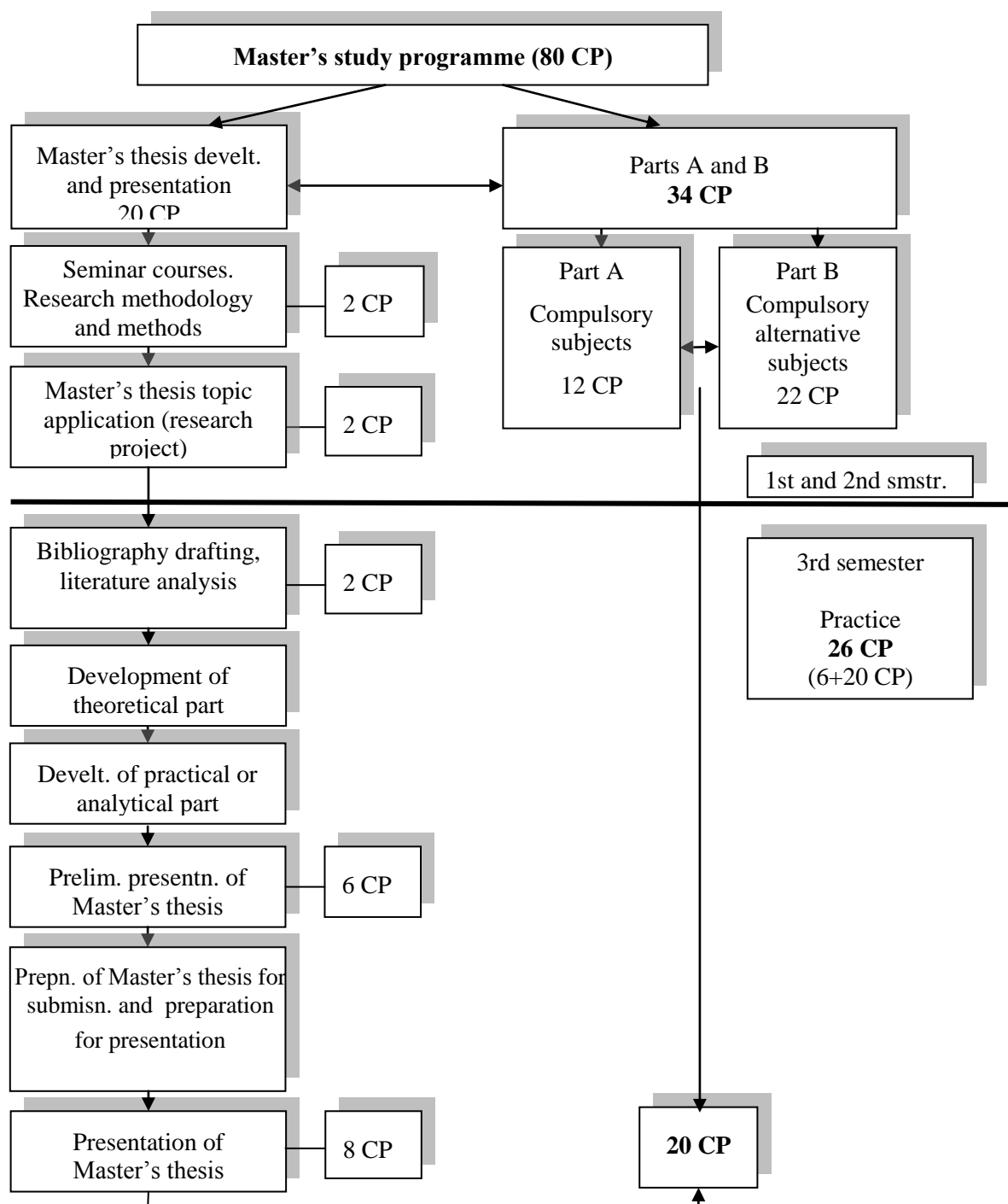


Figure 7. Master's study stages by semester

5.1. Collaboration with the thesis supervisor

Teaching staff (a professor, assoc. professor or docent) of the NDAL or another higher educational institution can be supervisors of the Master's thesis. The supervisor of the Master's thesis must have a doctoral degree. Consultants can be approved for Master's thesis – recognized specialists in the field of professional thesis who have at least a Master's degree or a comparable higher educational diploma.

It is recommended that students meet with their Master's thesis supervisor no less than **once a month**, to consult and report back about the thesis performed.

The student, together with the thesis supervisor specify the calendar plan for the development of the thesis and come to agreement on the due date for the submission of the draft thesis. The thesis supervisor is permitted to ask the student to prepare a detailed calendar plan for the development of the Master's thesis. During the development of the thesis, the student also has the right to consult on the development of the thesis with other lecturers.

The supervisor of the Master's thesis has the following obligations:

- 1) to provide assistance in determining and/or defining the direction of the research more accurately;
- 2) to consult with the student, to prepare the initial and final plan for the development of the Master's thesis, as well as creating the structure for the Master's thesis;
- 3) to consult about the choice of the literature and other research resources;
- 4) to provide assistance in determining the subject and methods for the research;
- 5) to review individual sections of the Master's thesis and the thesis as a whole, indicating any changes required and thesis to be added;
- 6) to review the thesis submitted for presentation and to sign it, if it is considered that the student can be allowed to present it and that the researched thesis is the independent research of the student, the content and format of which conforms to the “‘Military Leadership and Security’ Master’s Professional Study Programme’s Guidelines and the requirements defined in the “Guidelines for the Development and Presentation of Master’s Thesis”.

The Master's thesis supervisor has the following rights:

- 1) to participate in the presentation of the Master's thesis;
- 2) to step down from supervising the Master's thesis if there is a valid reason for this;
- 3) to refuse to review the prepared Master's thesis, if it has been submitted after the due date.

6. SUBMISSION AND PRESENTATION OF THE MASTER'S THESIS

6.1. Submission of the thesis

The student must take the following thesis quality indicators into account prior to the submission of the Master's thesis. The evaluation of the Master's thesis as a whole, as well as the particular thesis presentation stage, will be made according to the thesis quality indicators:

- 1) the compliance of the content of the thesis with the title, nominated goals and objectives;
- 2) the originality of the assertions included in the Master's thesis and the independence of the conclusions made;
- 3) the innovative elements of the Master's thesis;
- 4) the justification for the research methods used in the Master's thesis;

- 5) the critical evaluation (not recounting) of the sources and literature used in the Master's thesis;
- 6) the results of the independently undertaken research and its significance in the Master's thesis;
- 7) the skill to freely orientate oneself within the topic and to justify one's opinion in an academically argumentative way.

The Master's thesis must be prepared in two computer printed copies, one of which must be hard bound, while the other can be spiral bound. The text on the cover of the bound thesis must be formatted in accordance with the example provided in Annex 4. An electronic copy of the Master's thesis in PDF format must be submitted to the NDAL EPSD.

The inscription on the artificial leather cover must be in gold lettering, indicating the full name of the higher education institution and the type of thesis (National Defence Academy of LATVIA, MASTER'S THESIS), as well as the place and year.

The documentary page in the hard cover bound thesis must be signed by the student, attesting to the fact that the thesis has been undertaken independently using only permitted means, and the thesis supervisor, confirming that the Master's thesis complies with the requirements defined for a Master's thesis in terms of the content and scope and that it is the result of the author's independent thesis.

The student must submit a copy of the Master's thesis, signed by the thesis supervisor, to the NDAL EPSD three weeks prior to the presentation day.

If the thesis supervisor considers that the thesis cannot be recommended for presentation, and does not sign it, but the author of the thesis does not agree with this opinion, the author of the thesis has the right to appeal to the Director of the Master's study programme in writing with a request to allow the thesis in its existing wording to be presented. If the supervisor of the Master's thesis does not recommend the presentation of the thesis, the NDAL Educational Council makes the decision about the subsequent progress of the thesis.

6.2. Review of the thesis

As soon as possible after the registration of the thesis, the NDAL EPSD passes on the Master's thesis to a thesis reviewer. The Master's thesis reviewer is an independent assessor. The reviewer may be a member of the teaching staff at BALTDEFCOL, NDAL or some other higher education institution, or a specialist in the relevant field from the NAF or Ministry of Defence if they have the corresponding higher education. The reviewer writes up the review in either Latvian or English and indicates the evaluation of the thesis in the 10 point system in the evaluation. The reviewer is to sign the review.

In the review, there is an evaluation of the structure and scope of the thesis, the current importance of the topic, the theoretical and practical significance of the thesis, the compliance with the goals and objectives selected, the quality of the conclusions, proposals and recommendations, the logic of the summary, the use of academic terminology, the style of language in the thesis and the grammatical correctness, as well as the compliance with formatting requirements. The main shortcomings and issues which have remained unanswered after a reading of the thesis, if any, are also indicated.

No later than five days prior to the presentation day of the Master's thesis, the reviewer submits a written review of the Master's thesis to the NDAL EPSD. The student, has the right to read the review no later than two days prior to the proposed presentation day of the Master's thesis.

The Master's thesis is submitted for additional review to another specialist in the relevant field of research by a decision of the NDAL Educational Council, if the reviewer provides a negative evaluation of the thesis (the evaluation is lower than 4 points – almost satisfactory). If the second review is negative as well, the thesis will not be put forward for presentation. If the second review is positive (the evaluation is 4 – almost satisfactory or higher), the Master's thesis and both reviews are submitted the NDAL Committee. The reviewer's evaluation has a recommendatory nature.

6.3. Presentation of the thesis

The presentation of the Master's thesis takes place in the presence of the State Final Examination Committee. The Committee is an institution created by the National Armed Forces, the task of which is to ensure the receipt of the final assessment undertaken in the NDAL's Professional Master's Study Programme – the presentation of the Master's thesis.

The presentation of the Master's thesis takes place at the open session of the State Final Examination Committee, in person or through a videoconference, at which Master's thesis supervisors and reviewers, students, academic staff at the NDAL and BALTDEFCOL, as well as specialists in the relevant field can take part.

The time for the presentation of the state final examination is determined in accordance with the study calendar plan. The order in which the Master's students are included in the list of candidates for final assessment is determined by the Educational Council.

The presentation of Master's thesis for foreign Master's students take place in the English language. Latvian Master's students, who have chosen to write their Master's thesis in the English language, present their thesis in the English language. However, Latvian Master's students have the opportunity to present their Master's thesis in the Latvian or the English language. If representatives from other countries participate in the Committee, then the presentation must be prepared in both Latvian and English with the condition that international members of the Committee are provided with the presentation in the English language.

Prior to the presentation of the Master's thesis, the sitting Committee must have the following documents at their disposal:

- 1) the hard bound copy of the Master's thesis with the signed documentary page;
- 2) the written review.

The procedure for the presentation of the Master's thesis

1. The report by the Master's student – no longer than 15 minutes. The method of presentation must be by a computer presentation.

The possible content of the presentation may be as follows:

- 1) the title of the thesis, the justification for the current importance of the research;
 - 2) the goal, the hypotheses or issues, the research methods and the tasks of the research;
 - 3) the main conclusions of the theoretical part;
 - 4) the results and interpretation of the practical or analytical part;
 - 5) the conclusions and proposals;
 - 6) the practical significance of the research.
2. The reviewer's presentation or the reading of the review – no longer than 5 minutes.
3. The responses of the Master's thesis author to the reviewer's questions and to questions from the participants at the Committee meeting – no longer than 10 minutes.

4. The speech by the Master's thesis supervisor – no longer than 3 minutes.
5. The concluding speech by the author of the Master's thesis – no longer than 3 minutes.

6.4. Evaluation of the thesis

The Committee makes its decision on the quality of the Master's thesis, based on the following criteria:

- 1) the knowledge and skills of the Master's student in presenting his/her thesis;
- 2) the reviewer's evaluation;
- 3) the quality of the responses by the Master's student to questions and observations expressed in the review and/or questions from Committee members;
- 4) the theoretical and practical significance of the Master's thesis;
- 5) the skill and quality of the research undertaken by the Master's student;
- 6) the formatting of the Master's thesis;
- 7) other aspects associated with the goals and professional standards of the programme.

Note to students – the evaluation criteria can be viewed in Annex 7!

At the conclusion of the thesis presentations, the Committee, in a closed session, evaluates the Master's students based on the submitted Master's thesis and their presentation.

1. An evaluation can be allocated, if the Committee consisted of at least three Committee members, of which one was the Chairperson or the Deputy Chairperson of the Committee, at the time that the student presented the thesis.
2. The Committee adopts its decision about the assessment of the final thesis by collating the evaluations from Committee members or by voting. In cases where the votes are even, the Chairperson of the Committee has the casting vote.

The study results are evaluated according to a ten point scale and standards adopted in the Republic of Latvia (R f L's Ministry of Education and Science 14th April 1998 Instruction No. 208 "On the Common Calculation of Study Results in Assessments") and ECTS standards (see Annex 8.).

Any student, who has not participated in the presentation of his/her Master's thesis without a valid reason or obtained a lower evaluation than 5 points (satisfactory), is discharged as not having passed their final examination.

Any students, whose Master's thesis has been plagiarized is suspended from the examination and discharged as not having completed their final examination. A repeated attempt at the final examination is allowed no earlier than a year's time. A new Master's thesis about a different topic must be prepared for the next presentation of the Master's thesis.

The decision about the time for a repeated attempt at the state final examination is adopted by the NDAL Educational Council upon the recommendation of the study programme director. Students who have not passed the final examination or did not turn up for it without a valid reason are discharged as not having completed the final examination.

After presentation, if the evaluation for the Master's thesis was 7 (good) and higher, the thesis is passed on for public viewing at the library and are placed on the NDAL's home page. The other theses are stored at the NDAL archive.

7. APPEALS PROCESS

The student has the right to have a Committee member or a number of Committee members stood down in the following cases:

- 1) the student is related to them to the third level or is in an in-law relationship to the second level;
- 2) the subordinate order is breached;
- 3) the Committee member/s is/are directly or indirectly personally interested in the student's evaluation or there are other circumstances which arouse valid doubts about their objectivity.

The student has the right to apply, in writing, for the Committee member/s to be stood down, no later than five days from the issue of the instruction by the NDAL about the confirmation of the Committee, by submitting the application to the NDAL EPSD.

The decision about the standing down of a Committee member/s submitted by the student is adopted by the Committee, constituting the NDAL Rector, the Pro-Rector and the Chairperson of the State Examination Commission, within two days' time of the receipt of the standing down submission.


The student has the right to lodge an appeal within 24 hours of the announcement of the Committee's decision. The grounds for the appeal can be mere breaches in the final examination procedure. The Committee's final examination evaluation can be challenged within three days of the moment of announcement of the results to the exam group, through the student lodging a report outlining the reasons with the Rector.

The Rector convenes the meeting of the Appeal Committee. If the appeal is recognized as valid, another state final examination opportunity is organized for the student within a week of the decision being made.

A student, who hasn't presented their Master's thesis, can present their Master's thesis again at the next State Final Examination Committee, but not later than 3 (three) years after completing the programme.

ANNEXES

Study registration application form

	NATIONAL DEFENCE ACADEMY OF LATVIA
PLEASE COMPLETE IN BLOCK LETTERS	
PERSONAL CODE _____	
NAME _____	
SURNAME _____	
GENDER*: female <input type="checkbox"/> male <input type="checkbox"/>	
* mark the relevant box with an "X"	
NATIONALITY _____	
SERVICE RANK _____	
CONTACT ADDRESS:	
Place of residence _____	
e-mail: _____	
Telephone: _____	
STATUS*:	
BALTDEFCOL student	<input type="checkbox"/>
BALTDEFCOL graduate	<input type="checkbox"/>
Other	<input type="checkbox"/>
* mark the relevant box with an "X"	
SUBMITTED DOCUMENTS*:	
Copy of passport	<input type="checkbox"/>
Curriculum Vitae	<input type="checkbox"/>
1 photograph (3x4 cm)	<input type="checkbox"/>
Copies of academic document, presenting originals:	
2nd level or higher education diploma	<input type="checkbox"/>
BALTDEFCOL diploma	<input type="checkbox"/>
Translation of foreign applicant's academic document	<input type="checkbox"/>
Recommendations	<input type="checkbox"/>

Master's thesis research application		<input type="checkbox"/>
* mark the relevant box with an "X"		
Applicant's signature_____		Date_____
MASTER'S PROFESSIONAL STUDY PROGRAMME LEADERSHIP'S NOTES		
DECISION:		
Matriculate_____		
Decline_____		
Documents received and checked_____		_____
(position)		(date)
_____		_____
(name, surname)		(signature)
Programme Director_____/_____		_____
(signature) (name in block letters)		(date)
Rector_____/_____		_____
(signature) (name in block letters)		(date)

- _____. _____. 201____. _____ / _____
(place) (applicant's signature) (name in block letters)

Master's thesis topic application form

Title of the Master's thesis _____

Title of the thesis in English _____

Information about the author of the thesis:

Name and surname _____

Student's diploma number _____

Year of matriculation _____

Contact information:

telephone _____

e-mail address _____

(place, date)

(Master's thesis author's signature)

Information about the Master's thesis supervisor:

Name and surname _____

Academic degree _____

Place of thesis _____

Position held _____

Contact information:

telephone _____

e-mail address _____

(place, date)

(Master's thesis supervisor's signature)

**NATIONAL DEFENCE ACADEMY OF
LATVIA**

MASTER'S THESIS

RĪGA 2012

NATIONAL DEFENCE ACADEMY OF LATVIA

Name SURNAME

TOPIC (in LATVIAN)

TOPIC (in ENGLISH)

Master's thesis

Thesis supervisor:
Academic degree
Position, Service Rank
Name, Surname

Example of the Master's thesis documentary page

I, (Master's thesis author's name, surname), attest that the Master's thesis (Master's thesis title) is independent research that I have undertaken. All the sources of data, definitions and quotations have been shown accordingly, and only information which has been referenced, has been used in the Master's thesis. The text of this thesis has never been submitted, either in part or in full, in any way, to any other committee for evaluation and has never been published before.

Author (name, surname)

(author's signature)

By my signature, I attest that I have read the abovementioned Master's thesis and recognize it as being **suitable/unsuitable** (strike out whichever is inapplicable) for presentation for the National Defence Academy of Latvia's Master's course.

Master's thesis supervisor _____
(supervisor's signature)

Master's thesis submitted to the **NDAL EPSD** on _____.
(submission date)

Reviewer _____ (signature is not required)
(academic degree, name and surname)

Master's thesis was presented at the Master's Final Examination Committee meeting

_____ prot. No. _____, evaluation _____
(thesis presentation date)

Committee Secretary _____ / _____
(secretary's signature) (name in block letters)

Master's thesis evaluation criteria (for students)

Components	Criteria
Topic	Conformity of the topic with the requirements of a Master's thesis. Current importance and significance of the topic.
Thesis structure	Conformity of the thesis with the topic submitted. Conformity of the thesis with the compulsory requirements for the structure of a Master's thesis.
Introduction	Compulsory requirements were/were not included. Master's thesis's current significance, innovation, practical significance, research goal, research object and subject, research hypotheses or questions, research methods, research tasks, the formulation of the research restrictions and thesis structure.
Literature used	Conformity of the selection of literature sources with the topic for the Master's thesis. The bibliographic description of the literature has/has not been created in conformity with the requirements. Formatting of the literature list. Use of references in the text.
Research methods	Justification of the selection of the research methods. Conformity of the methods to the research goal and hypothesis or research questions.
Thesis text	Depth of analysis of the literature used. The thesis author's opinion, the independent solutions offered, and new conclusions have/ have not been emphasized. Use of terminology. The academic style of the language and its conformity with the norms and requirements of correct grammar. References to the material of other authors.
Conclusions and proposals	Conformity of the conclusions and proposals with the research undertaken. Confirmation of the hypothesis or negation/responses to the research questions.
Figures, tables and annexes	Conformity with the content of the thesis and the justification for their use. Technical formatting.
Scope of the thesis	The scope of the thesis conforms/does not conform to the requirements.
Formatting of the thesis	Conformity/non-conformity with the guidelines. Clearness of the text. The quality of the computer layout.
Thesis presentation	The presentation was/was not academically correct and purposefully structured. The results of the thesis were/were not set forth clearly and logically. The required terminology was/was not used in the presentation. Responses to the questions were/were not understandable and exhaustive.

Marking system for the study programme

Level of achievement	Mark	Interpretation	Approximate ECTS mark
<i>Very high</i>	10	<i>with distinction</i>	A
	9	<i>excellent</i>	A
<i>High</i>	8	<i>very good</i>	B
	7	<i>good</i>	C
<i>Medium</i>	6	<i>almost good</i>	D
	5	<i>satisfactory</i>	E
	4	<i>almost satisfactory</i>	E/FX
<i>Low</i>	3–1	<i>unsatisfactory</i>	<i>Fail</i>

10 (with distinction) – knowledge which exceeds the requirements of the study programme, there is evidence of independent innovative research and a deep understanding of the problem;

9 (excellent) – the requirements of the study programme have been completely mastered, the skill to use the knowledge in new, non-standard situations has been attained, there is a deep understanding of the problem and the ability to undertake independent research has been developed;

8 (very good) – the requirements of the study programme have been very well attained, the skills for undertaking independent thesis and research have been attained at a very good level;

7 (good) – the requirements of the study programme have been well attained, but at the same time some shortcomings in knowledge or some minor difficulty in undertaking some practical tasks have been established;

6 (almost good) – the requirements of the study programme have been attained, even though there was an insufficiently deep understanding of individual problems, and some difficulties in the practical use of the knowledge gained have been established;

5 (satisfactory) – overall the requirements of the study programme have been attained, although an insufficiently deep understanding of a number of important problems has been established and there are difficulties in the practical application of the knowledge gained;

4 (almost satisfactory) – the minimal requirements of the study course have been fulfilled;

3 (unsatisfactory) – knowledge is inadequate and the student is unable to use it in specific situations. There is an insufficient understanding of some primary concepts;

2 (very unsatisfactory) – individual issues in the study course have been superficially attained;

1 (very, very unsatisfactory) – does not have an understanding about the basic issues in the subject.