

REQUIREMENTS FOR THE MASTER THESIS IN GLOBAL LEADERSHIP AND STRATEGY PROGRAM

Course code	GRAL012
Course title	Master thesis
Type of course	Compulsory
Stage of study	Graduate
ECTS	30ECTS
Coordinating lecturer	Prof. Dr. Vita Akstinaite, e-mail: vitaks@ism.lt
Study form	Full time
Language of instruction	English

2026-2027

The Master's Thesis is the culminating experience in graduate-level education for Master's degree candidates. It is an individual endeavour of analytical nature, which contains elements of originality and is performed in conformity with the general requirements of academic papers and scholarly projects. For the student, the Master's thesis should be a learning activity that is stimulating and engenders a sense of pride and accomplishment.

The intent of the thesis is to provide an opportunity for Master's degree candidates to refine, in some cases acquire, a range of skills at an appropriate level to do capable and competent research. A successful thesis is evidence that the candidate has acquired the minimum level of research skills required and can therefore be awarded a Master's degree. Skills required of thesis writers are those associated with research design, data collection, information management, analysis of data, synthesis of data with existing knowledge and critical evaluation of the writer's own ideas and those presented in the literature reviewed. The thesis should be written in English, within a given period of time and comply with commonly accepted principles of academic ethics.

Course learning outcomes (CLO)	Degree level learning objectives (Number of LO)	Study methods	Assessment methods
CLO1. Develop advanced discipline knowledge. The graduate can define the research problem and the main objectives of a thesis concisely and integrate theoretical knowledge from master's studies.	LO1.1, LO4.1	Consultations, seminars, workshops, individual study, and master's thesis defence.	Written thesis proposal, interim thesis defence, final master's thesis defence.
CLO2. Develop research skills. A graduate is able to analyse	LO 2.1., LO3.1., LO3.2	Consultations, seminars, workshops, individual	Written thesis proposal, interim thesis defence,

critically, synthesise, and assess research data necessary for the thesis development. He/she is also able to collect quantitative and/or qualitative data and perform appropriate empirical analysis to address the research problem.		study, master's thesis proposal and final thesis defence.	final master thesis defence.
CLO3. Demonstrate critical thinking and independent learning abilities. A graduate is able to evaluate past and current practices in a management discipline from an ethical perspective, to develop an elaborate discussion to reveal the thesis findings in the light of prior research in the field, compare the results with those reported by other investigators and suggest additional research perspectives.	LO4.1, LO5.1	Consultations, seminars, workshops, individual study, master's thesis proposal and final thesis defence.	Written thesis proposal, thesis proposal defense, final master thesis defense, evaluation of an advisor, evaluation of a reviewer and defense committee.
CLO4. Developing effective communication skills. A graduate has the ability to develop and deliver clear research presentations, debate, and defend the chosen research methods, theories, and other aspects of the thesis, and convincingly present the theoretical and practical implications of the developed thesis to a wider audience.	LO6.1., LO6.2	Consultations, seminars, workshops, individual study, defence of a thesis proposal and defence of the final thesis.	Thesis proposal defence, interim thesis defence, and final master's thesis defence.

STRUCTURE OF THE THESIS

The Master's thesis should be between 12,000 and 15,000 words long, excluding the Title Page, Abstract, References and Appendices. It should be written in English and have a clear written style (some theses can be shorter or longer than the required length – it all depends on the research question. If there is a need for a shorter or longer thesis, it needs to be discussed and approved by the Program Director). The thesis should be formatted according to the APA style requirements, which can be found on the ISM e-Learning system, named Formatting and Citing Requirements of Academic Papers, APA Style Summary or at <http://www.apa.org/>

The Master's thesis should include the following elements (see the recommended volume in brackets):

- Title Page
- Abstract (up to 200 words)
- Table of Contents (1-2 pages)
- List of Figures and/or List of Tables (1 page)
- List of the main concepts' definitions (1 page)
- Introduction (~1000 words)
- Literature Review (~4000-4500 words)
- Research Methodology (~2000-2500 words)
- Empirical Research Results (~2000-3000 words)
- Discussion (~2500-3500 words)

- Conclusions (~500 words)
- References
- Appendices

CONTENT OF THE THESIS

TITLE PAGE – is the cover page of the whole thesis and it should include (please see Appendix 4 for the example):

- The title should be written using all capital letters, centred within the left and right margins, and spaced about 3 cm from the top of the page.
- Below the title, at the vertical and horizontal center of the margins, place the following five lines (all centred):
 - Line 1: A Thesis ○ Line 2: Presented to the Faculty ○
 - Line 3: ISM University of Management and Economics ○
 - Line 4: in Partial Fulfilment of the Requirements for the Degree
 - of ○ Line 5: Master in Global Leadership and Strategy

Centre the following three lines within the margins: ○ Line 1: by ○ Line 2: [name under which you are registered in the University Studies Office] ○ Line 3: [month and year the thesis is submitted; no comma between month and year]

The text on the Title Page should be Times New Roman, size 12, double-spaced.

ABSTRACT – is the first substantive description of the paper read by an external reader. You should view it as an opportunity to set accurate expectations. The Abstract is a summary of the whole thesis as it presents all the major elements of your work in a highly condensed form. Also, the Abstract often functions as a stand-alone text, together with the thesis title. This section is not merely an introduction in the sense of a preface, preamble, or advance organizer that prepares the reader for the thesis. In addition to that function, it must be capable of substituting for the whole thesis when there is insufficient time and space for the full text.

The Abstract cannot exceed one page and is usually about 150-200 words. The Abstract should mirror the structure of the whole thesis and include all its major elements. For example, if your thesis has five chapters (introduction, literature review, methodology, results, conclusion), there should be one or more sentences assigned to summarize each chapter.

The most common error in abstracts is failure to present results. The primary function of your thesis (and by extension your Abstract) is not to tell readers what you did, **it is to tell them what you discovered**. Other information, such as the account of your research methods, is needed mainly to back the claims you make about your results. Approximately the last half of the Abstract should be dedicated to summarizing and interpreting your results.

TABLE OF CONTENTS – should provide the reader with the exact structure of the whole paper. The Table of Contents should list the chapter headings, appendices, references and the pages on which they can be found.

INTRODUCTION – is the first major chapter of the thesis. It should set out the background of the research study and address the following areas:

- **Relevance of the Topic** ○ What is the background and/or the context of research?
 - What is the main subject of research?
- **Research Question, Goal and Objectives**

- What is the central research question that the thesis will address? ○ What is the central research goal that you will try to achieve in the paper? ○ How will the set research goal be reached? Through what specific objectives?
- How it is new (important in theoretical terms) and relevant (important in practical terms)?
- **Research Design** ○ What research design is going to be used in the thesis?

The chosen thesis topic is required to be from the leadership or strategy field. The topic could be interdisciplinary, for example, from communication and management, even then, one of the fields is required to be leadership or strategy.

LITERATURE REVIEW - is a description of the literature relevant to a particular field or topic. It gives an overview of what has been said, who the key writers are, what are the prevailing theories and hypotheses, what questions are being asked and what are answers to those questions (results of empirical studies), as well as what methods and methodologies are appropriate and useful. As such, it is not in itself primary research, but rather it reports on other findings. Generally, the purpose of a review is to analyze critically a segment of a published body of knowledge through summary, classification, and comparison of prior research studies, reviews of literature: theoretical and empirical publications.

Generally, the Literature Review follows this structure:

- **Introduction** where you: ○ Define or identify the general topic, issue, or area of concern, thus providing an appropriate context for reviewing the literature.
 - Point out overall trends in what has been published about the topic; or conflicts in theory, methodology, evidence, and conclusions; or gaps in research and scholarship; or a single problem or new perspective of immediate interest.
 - Establish the writer's reason (point of view) for reviewing the literature; explain the criteria to be used in analyzing and comparing literature and the organization of the review (sequence); and, when necessary, state why certain literature is or is not included (scope).
- **Body of the Literature Review** where you: ○ Group research studies and other types of literature (reviews, theoretical articles, case studies, etc.) according to common denominators such as qualitative versus quantitative approaches, conclusions of authors, specific purpose or objective, chronology, theoretical concepts, etc. ○ Summarize individual studies or articles with as much or as little detail as each merits according to its comparative importance in the literature, remembering that space (length) denotes significance.
 - Provide the reader with strong "umbrella" sentences at the beginnings of paragraphs, "signposts" throughout, and brief "so what" summary sentences at intermediate points in the review to aid in understanding comparisons and analyses.
- **Conclusion** where you: ○ Summarize major contributions of significant studies and articles, maintaining the focus established in the Introduction. ○ Clearly and concisely state the research problem (that is, your research questions) and clearly define all relevant concepts.
 - Evaluate the current "state of the art" for the body of knowledge reviewed, pointing out major methodological flaws or gaps in research, inconsistencies in theory and findings, and areas or issues pertinent to future study (that is, explain the research gap). Please note that here you are making a significant contribution to science by pointing out what other scholars have failed to notice, have not considered, or assessed inaccurately in their works.

RESEARCH METHODOLOGY - is based on the research problem, the theoretical framework of the study, and the purpose of the study. It should provide sufficient detail to suggest recommendations to answer the research question. The purpose of this chapter is to assure the reader that the type of research design is justified and appropriate for the desired outcomes.

Typically, this chapter includes:

- **Research Design** ○ Share your research design by providing:
 - A clear elaboration and presentation of the topic's theoretical framework.
 - Description of how the problem relates to the theoretical framework.
 - Demonstrate how the problem relates to previous research in the field.
 - Present alternate hypothesis within the framework of the theory.
 - Specify that the research for the thesis is experimental, quasi-experimental, correlational, causal-comparative, quantitative, qualitative, mixed methods, or another design. Be specific. The designated approach should be defended by contrasting and comparing it with alternate methods and rejecting those that do not meet the needs of the study.
 - Operationalize each of the identified concepts.
 - Identify and distinguish between independent and dependent variables (only for quantitative research).
 - Discuss the possible weaknesses of the research design.
- **Setting and Participants** ○ What is the context for the empirical research?
 - What is the target population? How was the sample selected? What sample size was planned, and what sample size was achieved?
- **Instrumentation** ○ What specific instruments are going to be used to collect data?
 - What was the process of data collection?
- **Ethical Considerations** ○ What did you do to ensure that your research adheres to ethical principles?
 - Are there any ethical issues with the research design? If yes, what are they and how they will be overcome?
- **Data analysis methods** ○ What data analysis methods you used? ○ What data analysis tools you employed?
 - What were the steps/process of the analysis?

If Internet surveys are used for data collection, the rule that one questionnaire be completed from a single IP address should apply. Upon request, the advisor or any formally assessing the thesis should be granted access to the data management webpage to verify the authenticity of the source and the number of submitted questionnaires. Accessed data can be used only for preventing plagiarism and cheating. If anonymity of sources is required, the accessing person is obliged to maintain it. The same is applied to qualitative data. Students, upon request, should be ready to provide the original records of data.

When you handle personal or private information (e.g., through interviews and surveys), you must obtain explicit consent from all stakeholders regarding their participation and anonymity preferences to comply with the General Data Protection Regulation (2016/679) of the European Union. You must inform the stakeholders that your supervisor(s), programme director, and the defence committee will have access to such information. Also, you must request that stakeholders disclose any conflicts of interest before obtaining their consents.

EMPIRICAL RESEARCH RESULTS – is the chapter where you should report the empirical research findings, based on the collection and analysis of primary and secondary data sources. Typically, it is suggested to organize

this chapter around answering the main research question and empirical objectives. Make sure you follow some key guidelines and/or a clear pattern when presenting your research results. Some results will need to be presented in a narrative form, while others in tables, graphs and figures. You only need to summarise and emphasise the most significant findings of your research. Irrelevant details or any discussion of the theory should not be included in this chapter.

If you have collected quantitative data, you are required to submit initial, raw data in the format of SPSS or Excel files at the end of the thesis writing process. Printed version of initial data is not required, and you do not need to include it in the thesis. If you see the need to include some raw results in your thesis, please do that in the Appendices. Still, it is advised to include only processed and summarised data in the Appendices.

If you have collected qualitative data, you should provide scripts of interviews and focus groups in a summarised form (e.g., a data matrix or structured descriptions) in the Appendices. All transcripts (audio or Word format) should be uploaded with the final thesis at the end of the thesis writing process, and they should be in the original language.

DISCUSSION and CONCLUSIONS – serve to bring the research to an end, following logically from the central theme of the thesis and the topical paragraphs. A conclusion that flows gracefully and logically from what has come before it reinforces the findings of the research and generally enhances the validity of the arguments and positions taken by the writer. Usually, this chapter has two main components:

- Discussion where you:
 - Synthesize the literature review and empirical research findings in a meaningful way.
 - Overview the significant findings of your empirical research.
 - Consider your findings in the light of existing research studies (as reviewed in the Literature Review chapter).
 - State what are the implications of your study for current theory.
 - State the managerial implications of your study.
 - Examine research findings that fail to support or only partially support your hypotheses.
 - Name the limitations of the study that may affect the validity or the generalizability of the results.
- **Conclusion** where you:
 - Summarize the main points of the thesis.
 - Ask for awareness, action, or similar resolution from readers.
 - Look ahead to future research, developments in the field or paradigm shifts.
 - Do not introduce new facts or ideas that belong in the chapters discussing the findings.
 - Do not reword the Introduction and present it as the conclusion.
 - Do not restate what you have done. Avoid statements such as “in this paper I have discussed the relationship between a state's per capita income and per pupil expenditures for education.”

REFERENCES – is a list of sources that you used in your thesis. Ensure that all sources listed in the thesis are included in the References, and that all sources listed in the References are included in the thesis. The references list should be prepared according to the APA guidelines.

References should include at least 30-40 academic (peer-reviewed) sources.

APPENDICES – may include figures and tables or any additional information that would have interrupted the flow of the main body of the thesis. Make sure that you refer to each appendix and explain what it contains in the main text of the thesis.

ROLE OF THE THESIS ADVISOR

The task of the thesis advisor is to guide you through the thesis writing process. Active guidance is understood as sharing experience, providing examples (best practices) and support in research design, analysis of research data, and general issues.

- In general, **the advisor is expected:**
 - Meet with you after each important chapter submission;
 - Consult you on the thesis requirements and draw up a general thesis writing plan;
 - Advise you in finding/formulating the research topic, goal and hypotheses;
 - Advise you in writing each part of the thesis;
 - Provide feedback and comments about the quality of each thesis chapter.
- In general, **the advisor is NOT permitted to:**
 - Provide you with (a list of) sources/ literature;
 - Correct or edit the grammar/ writing style;
 - Formulate entire sentences or parts of the thesis;
 - Teach methods of statistical data analysis;
 - Suggest precise formulations of text (problem, aims, objectives, hypotheses, etc.).
- A relationship between you and the advisor:
 - Any initiative has to come from the student and NOT from the advisor;
 - The advisor should challenge you to strive for a higher quality level and recommend to you what can be improved – but the advisor shall NOT do anything that would be considered as an attempt to co-author the thesis;
 - As the advisor will be asked to grade the quality of the thesis as well as the level of cooperation, any active role in the thesis writing process would be considered as a violation of academic integrity/ conflict of interest;
 - The advisor should provide feedback on the submitted parts of the FBT within 5 working days (if not agreed otherwise with you).
- Coordination between the advisor and the administration/program director:
 - The advisor has to report to the program director if you do not fulfil the requirements on time/ violate the regulations on thesis writing. In the event of disregard, the advisor will be personally responsible for any problems that occur.
 - The advisor is NOT responsible for the incorrect usage of sources, incorrect reporting of data, or copyright infringements made by you.

ASSESSMENT OF THE THESIS

The final grade of the Master's thesis is made in the following manner:

1st interim defence*	15%
2nd Interim defence **	15%
Advisor	15%
Reviewer	15%
Final Thesis Defence***	40%

*Presenting the literature review, hypothesis development (if applicable), research model, validated measurement scales (quantitative), interview guide (qualitative) or methodological approach summary.

****Presenting a brief overview of the methodology used and the results of the empirical research. ***Presenting all parts of the thesis with a focus on discussion and managerial implications.**

IMPORTANT:

- **Students are permitted to change their thesis topic up to the 1st Interim Defence.**
- **Students are allowed to retake the 1st Interim Defence and the 2nd Interim Defence once, but the grade received during the retake will be multiplied by 0.8.**

By decision of the Studies Commission, you may be denied the opportunity to prepare and defend the Master's thesis, if:

1. The Studies Commission has not approved the topic of the relevant final thesis;
2. The student has failed to adhere to the approved thesis preparation deadlines;
3. The thesis advisor has assigned a negative grade;
4. The thesis reviewer has assigned the negative grade;
5. The student has violated academic ethics;
6. Thesis does not meet the formal requirements (structure, size etc.)
7. The student has failed to upload each part of the thesis to the e-learning system on time.
8. The final thesis demonstrates significant changes in the expected outcomes when compared to the approved thesis proposal.

The use of AI and related tools in your final thesis

1. No AI-Generated text

- AI-generated text (e.g., from ChatGPT or other Large Language Models) is not permitted in your thesis.
- If you must include one or two sentences from an AI tool (for illustrative purposes), these must be explicitly quoted, and the source cited as AI-generated.

2. Use of copywriting and translation tools (e.g., Grammarly, DeepL, etc.)

- These tools can increase the likelihood of being flagged for AI-generated content. If you use them, please note this in your references or acknowledge it in your methodology section.
- Using the AI plugins (i.e. Grammarly, etc.) can overwrite your original text, making it difficult to verify your own authentic writing. Keep your original drafts to demonstrate authenticity if requested by the Ethics Committee.
- To reduce AI-generated content risks, do not use AI-based translation tools (i.e. DeepL, etc.). Opt for manual or non-AI translation methods.

3. Acknowledge the use of AI.

- It is imperative that students provide an appropriate citation for the AI tool used, which involves:
 - Acknowledging the AI tool in the reference list and in-text citation.
 - Specifying the purpose of AI tool usage.
 - Providing a brief process description.

4. Ongoing policy updates

Our AI policy is under review; key guidelines that will be updated are provided in this email. The current version is available on the ISM website.

WHAT TO DO?	HOW TO DO IT?	HOW TO SUBMIT IT?	WHERE TO SUBMIT?
Submission of a Preliminary Thesis Topic by <u>15th March (6pm)</u>	Fill a Master Thesis Survey (on e-learning) where you specify your preliminary Thesis topic.	Electronic copy	http://elearning.ism.lt/ (Research methods course)
Appointment of Thesis Advisors by <u>20th April (6pm)</u>	The information about your thesis advisor and his/her contact details will be announced. Schedule a meeting with your thesis advisor to discuss your research topic.	N/A	N/A
Submission of a Thesis Proposal by <u>9th June (check elearning)</u>	Submit a Thesis Proposal (check the syllabus) where you include: • Thesis topic • Thesis problem definition (including current state of knowledge about the problem (theoretical basis of research) and significance of the proposed study) • Thesis goal and objectives (form may vary from a declarative statement of intent, research question(s), or hypothesis formulation and must be congruent with the underlying conceptualisation of the research problem) • Research design (including justification of selected method(s) of research) • Methods of data collection and analysis • Bibliography (list of major references) Schedule a meeting with your thesis advisor before submitting the thesis proposal to discuss and agree on the research methodology.	Electronic copy	Thesis Advisor and http://elearning.ism.lt/ (Research methods course)
Defence of a Thesis Proposal <u>15th – 16th June</u>	Every student is required to defend their thesis proposal. A defence for GLS students takes place on the last day of the Research Methods module. Please see the module's syllabus for more details.		

Submission of a Final Thesis Topic <u>20th June (6pm)</u>	Submit a Master Thesis Topic Form (Appendix 1) where you specify your final thesis topic. Please make sure that your final topic is approved by your thesis advisor.	Electronic copy	http://elearning.ism.lt/ (Research methods course)
	Note that you are permitted to change your thesis topic until the 1st interim defence date.		
Academic writing lecture (on campus) <u>27th August</u> <u>6pm</u>	Academic writing seminar with Prof. Dr. Vita Akstinaite. The seminar will be held on campus from 6pm to 09:15pm. You will be able to see the auditorium number on your own timetable when you log in to myism.lt;		
Submission of the Introduction and Literature Review Chapters by <u>10th September</u> <u>(6pm)</u>	Submit fully written Introduction and Literature Review chapters to e-learning and to your supervisor (via email) for a review. Please note that your Thesis Proposal will serve as the basis for the Introduction chapter, so take into account your advisor's and defence committee comments and revise your Introduction accordingly. Arrange a feedback meeting time with the thesis advisor.	Electronic copy ¹	Thesis Advisor (via email) and http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)
Quantitative Research Design Seminar <u>24th September</u> <u>(6pm)</u>	Quantitative Research seminar with Prof. Dr. Bernadeta Goštautaitė. The seminar will be held online or in person (to be confirmed at a later stage) from 6pm to 9:15pm.		

¹ All the interim **chapters** of the thesis and the **final thesis** should be uploaded **ONLY in Word format**.

Qualitative Research Design Seminar (on campus) 24th September (6pm)	Qualitative Research consultation with Assoc. Prof. Dr. Irina Liuberté The seminar will be held on campus from 6pm to 9:15pm. You will be able to see the auditorium number on your own timetable when you log in to myism.lt;		
Submission for the 1st Interim Defence <u>1st October (6pm)</u>	Submit the revised Introduction, Literature review, and fully developed Methodology chapters. Arrange a feedback meeting time with the thesis advisor.	Electronic copy	Thesis Advisor (via email) and http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)

Submission of the slides for the 1st Interim Defence <u>5th October (6pm)</u>	The presentation slides for the 1st interim defence should cover the literature review, hypothesis development (for quantitative studies), the research model (for quantitative studies), and the proposed research methodology, including scales, interview questions, and other important research aspects.	PPT presentation	http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)
1st Interim Defence <u>7th October (9am-6pm)</u>	Defend the submitted chapters of the thesis. The duration is 15 mins (5 min – presentation, 10 mins – Q&A).		
1st Interim Defence Retake <u>13th October (10am-12am) online</u>	Retake will be online. Defend the submitted chapters of the thesis. The duration is 15 mins (5 min – presentation, 10 mins – Q&A).		

Quantitative Data Analysis Seminar <u>5th November</u> (6pm)	Quantitative Data Analysis Seminar with Prof. Dr. Bernadeta Goštautaitė. The seminar will be held online or in person (to be confirmed at a later stage) from 6pm to 9:15pm.		
Qualitative Data Analysis Seminar (on campus) <u>5th November</u> (6pm)	Qualitative Data Analysis Seminar with Assoc. Prof. Dr. Irina Liubertė The seminar will be held on campus from 6pm to 9:15pm. You will be able to see the auditorium number on your own timetable when you log in to myism.lt;		
Individual Quantitative Data Analysis Consultations 16th November 17th November (online)	Individual Quantitative consultations with dokt. Suprabha Gouri and Prof. Dr. Bernadeta Goštautaitė. Booking will be announced in e-learning.		
Individual Qualitative Data Analysis Consultations 12th, 13th, 17th November (online)	Individual Qualitative consultations with Assoc. Prof. Dr. Irina Liubertė. Booking will be directly with the Assoc. Prof. Dr. Irina Liubertė.		

Submission of Empirical Research Results Chapter by 19th November (6pm)	Submit the Empirical Research Results chapter (it should include the revised Introduction, Literature Review, Research Methodology chapters, and newly developed Research Results chapter). Arrange a feedback meeting time with the thesis advisor.	Electronic copy	Thesis Advisor and http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)
Submission of the slides for the 2nd Interim Defence 23rd November (6pm)	The presentation slides for the 2 nd interim defence should cover a brief overview of the methodology used and a detailed presentation of the results.	PPT presentation	http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)
2nd Interim Defence 25th November (9am-6pm)	Defend the submitted chapters of the thesis (a brief overview of the methodology used and results of the empirical research). The duration is 15 mins (5 min – presentation, 10 mins – Q&A).		
Submission of the Full Thesis to the Advisor by 1st December (6pm)	Submit the complete and formatted thesis to the advisor for feedback. Note: This version of your thesis will be checked for plagiarism. Arrange a feedback meeting time with the thesis advisor.	Electronic copy	Thesis Advisor (via email) and http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)
2nd Interim Defence Retake 2nd December (online)	Retake will be online. Defend the submitted chapters of the thesis. The duration is 15 mins (5 min – presentation, 10 mins – Q&A).	PPT presentation	
Submission of the Final Master's Thesis by 15th December (6pm)	Submit the Final Master Thesis in the following way: • 1 (one) electronic copy of the Master's Thesis submitted online • Empirical research raw data submitted online • A Signed Thesis Submission Form (Appendix 2)	Only an electronic copy is required	http://elearning.ism.lt/ (upload the submission, GLS Master thesis e-learning site)

Preparation for the Thesis Defence Seminar <u>17th December</u> <u>(6pm-21.15pm)</u>	A preparation for the final defence seminar with Prof. Dr. Vita Akstinaite. The seminar will be held on campus from 6pm to 09:15. You will be able to see the auditorium number on your own timetable when you log in to myism.lt;		
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Thesis review period by examiners: until 5 th January			
Confirmation of Eligibility for the Public Master's Thesis Defence by <u>8th January 2026</u>	The Study Committee announces the eligibility to defend the Master's thesis.		
Master's Thesis Public Defence on <u>13-14th January</u> <u>2027</u>	Defend the thesis at the public defence.		



Appendix 1. MASTER THESIS TOPIC FORM

(the form should be typewritten)

Surname and Name:	
Master Program:	
Final Thesis Topic:	
Date:	Signature:
Advisor's Name and Signature:	

Appendix 2. MASTER THESIS SUBMISSION FORM

This form should be typewritten.

I hereby submit this Master's Thesis as approved by my Advisor. In submitting my Thesis for inclusion in the University archive, I hereby certify that this Master Thesis represents my own work and has been written in accordance with commonly accepted principles of academic ethics as defined in ISM Regulations of Studies.

Name, Surname	Signature

--

Master Programme

--

Master Thesis Title

--

Advisor (Name, Surname)

--

Submission deadline

To be completed by administration only.

Confirmation of Thesis submission:

Date:..... **Name, Surname** **Signature**.....

Appendix 3. TITLE PAGE EXAMPLE

THE RELATIONSHIP BETWEEN ORGANISATIONAL STRUCTURE AND ORGANISATIONAL PERFORMANCE:
A COMPARATIVE ANALYSIS OF TWO MINING COMPANIES

A Thesis

Presented to the Faculty

of ISM University of Management and Economics

in Partial Fulfilment of the Requirements for the Degree of

Master in Global Leadership and Strategy

by

Petras Petraitis

December 2026