

NATIONAL DEFENCE ACADEMY OF LATVIA



**Master's Professional Study Programme
"Military Leadership and Security"**

**GUIDELINES AND METHODOLOGICAL
INSTRUCTIONS**

**FOR DEVELOPMENT AND DEFENCE OF MASTER'S
THESIS**

Riga 2012

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Guidelines and methodological instructions for the development and defence of Master's thesis in professional study programme "Military Leadership and Security".
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1. GENERAL REGULATIONS

The National Defence Academy of Latvia (NDA) is a higher educational and science state institution of the Republic of Latvia, which reaches its goals by implementing professional study programmes and carrying out scientific research in military field. Professional higher education Master's study programme "Military Leadership and Security" was accredited on October 27, 2010. The programme accreditation is valid until December 31, 2016.

The study programme is regulated by the following normative documents:

1. "Law on higher educational institutions" from November 2, 1995;
2. "Law on education" from October 29, 1998;
3. Memorandum of Agreement between the NDA and BALTDEFCOL from October 1, 2010;
4. Regulations No 481 of the Cabinet of Ministers of the Republic of Latvia from November 20, 2001 "Regulations on the standard of 2nd level professional higher education";
5. Regulations No 821 of the Cabinet of Ministers of the Republic of Latvia from October 3, 2006 "Procedure of accreditation of higher educational institutions, colleges and higher education programmes";
6. Constitution of the National Defence Academy of Latvia, order No 4 of the Cabinet of Ministers from January 8, 2003;
7. Profession standard "Officer of National Armed Forces" (registration number 0373) approved by trilateral collaboration commission of professional education and employment on June 7, 2006, minutes No 4 (with amendments on February 18, 2009, minutes No 1);
8. NDA "Regulation on state examinations" (adopted on November 4, 2011 by resolution No 2 of Senate meeting, minutes No 9/2011);
9. NDA "Terms of matriculation in professional master study programme "Military Leadership and Security", approved by Senate meeting No 7, resolution No 1 from September 30, 2011 (amendments approved in NDA Academic board meeting No 7, resolution No 2 from February 22, 2012).

The guidelines and methodological instructions for the development and defence of Master's thesis of Professional Master's study programme "Military Leadership and Security" determine the principles and unified requirements for development and defence of Master's thesis in NDA as well as the mandatory requirements for the layout of Master's thesis described in appendices of the methodological material by presenting certain formatting samples.

2. CONTENT OF MASTER'S STUDY PROGRAMME

2.1. Objective and tasks of the study programme

Objectives of NDA Master's study programme "Military Leadership and Security":

- 1) To educate senior officers of Latvia NAF and foreign armed forces on the issues of leadership and national security providing understanding about international military (operational and strategic) operations, irregular conflicts and the significance of technologies in the solution of current conflicts;

- 2) To enhance officers' professional competence so that they are capable of performing their tasks at operational and tactical level in headquarters of both national military command units and international military and security units.

Tasks of the study programme:

1. To provide students with up-to-date knowledge and skills in defence and security field that includes strategical thinking in planning and executing military operations;
2. To promote the individual development and professional growth of senior officers in terms of military leadership and security;
3. To teach the methodology of scientific research work so that senior officers could be able to perform the analysis of problems at a strategic level and present it in the form of a scientific article;
4. To enhance the knowledge of the English language in order to be able to work qualitatively in international military environment;

Professional Master's degree provides the right to continue the education in various Doctoral study programmes upon meeting the matriculation requirements in related Doctoral study programme.

2.2. Organization of the study programme

The study programme "Military Leadership and Security" is executed in the National Defence Academy using the base of the Baltic Defence College. The execution of the programme is envisaged for full-time studies in 1.5 years or 3 study semesters and its amount is 60 credit points (CP). One creditpoint corresponds to 40 academic hours (one study week) where 50% is envisaged for contact hours. One contact hour is a direct communication between the student and the academic staff; it is implemented in order to reach the objective and tasks of the study programme and last 45 minutes or one academic hour. Practical classes depend on the specifics of the subject (planning of joined operations, basic principles of operational planning process etc.).

STUDY PROGRAMME

Programme title:	Military Leadership and Security
Specialization:	Management of State defence structural units
Study level :	Master's professional studies
Classification code of education:	46863
Amount of studies:	60 creditpoints (CP)
Nominal duration of studies:	1.5 years full-time studies
Previous education:	At least 2nd level higher education
Degree to be acquired:	Professional Master's degree in military science

Table 1. Military Leadership and Security Study Programme - plan for full-time studies

<i>No</i>	<i>Module</i>	<i>Topic</i>	<i>Sem.1</i>	<i>Sem.2</i>	<i>Sem.3</i>	<i>CP</i>	<i>Test form</i>
		Block A (compulsory part)					
	LA 2	International Security and Strategy (International Strategic Environment)	2			2	T

	LA 2	International Security and Strategy (Strategy in the Modern World)	2			2	E
	LA 2	International Security and Strategy (International Law)	1			1	T
	LA 3	Defence Planning (Resources Planning and Project Management)	1	1		2	T
	LA 3	Defence Planning (Defence Policy and Planning; Decision Making Process)		2		2	E
	LA 3	Defence Planning (Campaign Planning; Crisis Respond)	2			2	T
	LA 4	Professionalism, Leadership, Ethics and Management (Command and Leadership)		3		3	T
	LA 4	Professionalism, Leadership, Ethics and Management (Media in Modern Democracies and International Military Operations)	1			1	T
		Total in block A				15	
		Block B (special compulsory subjects)					
	LA 1	Joined Combined Operations (Military Theory)	1			1	T
	LA 1	Joined Combined Operations ('Arms of Service' in Joint Operations)	3			3	T
	LA 1	Joined Combined Operations (Fundamental Principles of NATO Operational Planning Process)	4			4	E
	LA 1	Joined Combined Operations (Planning of Multinational Joint Task Force Operations; Part one)	3			3	E
	LA 1	Joined Combined Operations (Joint Operations)		3		3	T
	LA 1	Joined Combined Operations (Crisis Respond and Peace Support Operations)		2		2	T
	LA 1	Joined Combined Operations (Guerilla Warfare and Anti Guerilla Operations)		2		2	T
	LA 1	Joined Combined Operations (Planning of Multinational Joint Task Force Operations; Part two)		2		2	T

	LA 1	Joined Combined Operations (Command and Control of Peacekeeping Operations; Operational Level)		3		3	T
	LA 1	Joined Combined Operations (Future Development and Trends of Operational Command and Control)		2		2	T
		Total in Block B				25	
	LA 5	Development and Defence of Master's Thesis					
	LA 5	Seminars– Methodology and Methods of Research	1	1		2	
	LA 5	Submission of Master's Thesis Topic (Research Project)		2		2	
	LA 5	Compilation of Bibliography, Analysis of Literature			2	2	
	LA 5	Preliminary Defence of Master's Thesis			6	6	
	LA 5	Defence of Master's Thesis			8	8	
		Total Development and Defence of Master's Thesis				20	
		Total	21	23	16	60	

Remarks

E – examination

T – test

LA 1 (learning area) – Joined Combined Operations

LA 2 – International Security and Strategy

LA 3 – Defence Planning

LA 4 – Professionalism, Leadership, Ethics and Management

LA 5 – Development and Defence of Master's Thesis”.

Sub-modules forming the module are indicated in brackets after the module titles.

Correspondence of creditpoints (CP), used in educational system of Latvia, to ECTS credits are indicated in Appendix 9.

The acquisition of the study programme is carried out using a module system. Students acquire the theoretical knowledge in lectures, seminars, groupwork, syndicates and independently. Students' practical skills in military field are developed in practical classes under the guidance of senior officers.

Master's thesis is students' independent research work. A student works out Master's thesis under the guidance of the supervisor appointed by Academic Board. During the work a student summarizes the theoretical knowledge acquired in the study subjects by carrying out practical/analytical research. Master's thesis has to testify the student's skill to work out suggestions for putting research findings into practice.

3. ENROLMENT IN MASTER'S STUDIES

An applicant from Latvia or a foreign country is eligible to enroll in the study programme if he has acquired at least 2nd level higher education in an accredited higher educational institution; has graduated from BALTDEFCOL JCGSC (*Joint Command and General Staff Course*) or BALTDEFCOL SSOC (*Senior Staff Officer Course*); or he is BALTDEFCOL JCGSC undergraduate or a graduate of equivalent foreign military course. Foreign applicants must have at least the education equal to 2nd level higher education in Latvia. If necessary, the compliance of the diploma is approved by the experts from Academic Information Center of Latvia.

In order to enroll in Master's studies an applicant takes entrance examinations. Applicants are advised to contact the programme director in due time in order to receive an application form for Master's thesis research project. The right to qualify for the enrolment without competition is for graduates of Bachelor's or Professional study programmes in accredited higher educational institutions whose Bachelor's paper assessment is 9 (excellent) or 10 (outstanding) and the average mark in basic studies is not lower than 8 (very good).

Matriculation in the study programme is organized by NDA Study Planning and Counseling Department. It accepts the study documents listed in the regulations.

The officers from the NAF of Latvia, NATO, the EU and PfP (*Partnership for Peace*) countries are eligible to apply for the studies in NDA Professional Master's study programme:

- 1) Personally arriving at the NDA taking along the documents required in article 3.4 of the Regulations;
- 2) The persons serving in foreign countries can apply for the studies by sending documents by mail;
- 3) The documents of BALTDEFCOL JCGSC undergraduates are accepted by NDA Study Planning and Counseling Department in BALTDEFCOL premises before the beginning of studies;
- 4) NAF officers who are not JCGSC students can be enrolled in Master's study programme only upon the approval of their candidature by the NAF commander's order;

The following documents are to be submitted for the studies in Master's programme:

- 1) Application (a filled in NDA form of a certain format (in Latvian or English) (see Appendix 1);
- 2) Documents of 2nd or higher level of higher education: copies of diploma and its supplements upon presenting the originals. If a foreign higher educational institution has been graduated and the education document was issued in English, it has to be notarized. If the documents are in other foreign language, they should be translated into the Latvian and English languages and the translations approved by a notary;
- 3) Passport copy (the page with the person's photo) upon presenting the original;
- 4) Curriculum Vitae;
- 5) BALTDEFCOL JCGSC or SSOC diploma including supplements or a copy of equal graduated course and presenting the original. BALTDEFCOL JCGSC undergraduates submit a copy of diploma and supplement upon completion of the course.
- 6) 1 photo 3x4 cm;
- 7) Recommendations for the studies in Master's programme (if there are any);
- 8) Research proposal for Master's thesis (see Appendix 2).

After the evaluation of applicants' eligibility for the studies in Master's programme the NDA Academic board submits a list of applicants to the NDA rector for the decision on matriculation. NDA Study Planning and Counseling Department informs the applicant about matriculation or refusal of studies in the NDA presenting a statement of reasons. Prior to the beginning of studies the NDA signs a written agreement with the student on the studies in NDA Professional Master's Study Programme.

3.1. Drafting research proposal for Master's thesis and entrance examination

The assessment of entrance examination in Master's programme "Military Leadership and Security" mainly depends on the quality of the submitted research proposal for Master's thesis and the interview. The proposal has to be worked out in compliance with the structure indicated in Appendix 2.

The submitted research proposal preferably should be thematically innovative, well-substantiated and based on literature sources in the field of military leadership and security. The research proposal for Master's thesis should reveal the topicality of research, theoretical and practical importance, and the objective of research, hypothesis or research issues, research methods and base.

The applicant has to submit a short overview on the main theoretical statements expressed in publications by military leadership and security specialists regarding the research issue. It is advisable to define the terms of military leadership and security and show the connection of theoretical statements with the hypothesis or research issues put forward in the proposal for Master's thesis. When substantiating the selection of topic, it is advisable to refer to certain literature sources. The substantiation has to be structured and logical.

Some recommendations for drafting the research proposal for Master's thesis:

1. When the applicant has a rough understanding about the topic of his Master's thesis, it is advisable to think who could be a potential advisor and consult him on the selected topic. The information about professors and academic staff can be obtained from SPCD and/or programme director;
2. The potential advisor of Master's thesis preferably should have expertise in the selected research field.
3. To get acquainted with the guidelines and methodological instructions of Professional Master's Study Programme "Military Leadership and Security" already upon preparation for entrance examinations in Master's programme since it is possible to find useful advice and recommendations there;
4. The MA student elaborates on his research project during the first study semesters making use of both additionally obtained knowledge in the course and consulting the advisor and other professors and specialists of the research field.

Entrance examinations are organized at BALTDEFCOL or NDA in the form of interview.

4. OBJECTIVES OF THE DEVELOPMENT OF MASTER'S THESIS AND RESEARCH TENDENCIES

Master's thesis is the research in military science field carried out by a MA student and corresponding to the amount defined in the study programme. Master's thesis is an original paper accomplished by the author independently and revealing the results of the author's work. Master's thesis is **theoretical and practical/analytical research** which puts forward substantiated proposals for the solution of the selected problem as well as perspective forecasts.

Master's thesis is the final stage of Master's Study Programme "Military Leadership and Security" and is a necessary prerequisite for obtaining professional Master's degree in the field of military leadership and security.

Objectives of Master's thesis development:

- 1) To develop a student's scientific research skill;
- 2) To analyze researches in the field of military leadership and security corresponding to the amount specified in the study programme;
- 3) To show a student's skill to tackle the issues of military leadership and security;
- 4) To show a student's skill to put theoretical knowledge into practice;
- 5) To show a student's skill to work independently and systematically;
- 6) To show a student's skill to infer logically and present substantiated argumentative proposals;
- 7) To be able to format Master's thesis according to methodological instructions.

Master's thesis can be submitted as:

- 1) Work on certain research;
- 2) Scientific report on the author's publications and accomplished scientific research work.

It is advised to work out Master's thesis in such research fields of military science as:

1. Military theory (application of current military doctrines and operational theoretical knowledge in practice);
2. Military leadership (command, resources, leadership, personnel management);
3. Military history;
4. Military logistics;
5. Theory of international relationships (international strategic environment, conflict environment, military and nonmilitary threats);
6. Crisis management;
7. Defence policy, planning and decision-making;
8. Topicalities of Baltic defence;
9. Joined operations of Allied Forces;
10. Capacity of forces and its use in joined operations;
11. NATO operational planning process;
12. Crisis reaction operations – peacekeeping operations;
13. Operational tendencies and development in future.

4.1. Selection and approval of Master's thesis topic

A student selects and formulates a Master's thesis topic on his own. It should be topical and comply with the research tendencies of the professional Master's study programme "Military Leadership and Security". Master's thesis topic can be proposed by Latvian or foreign officer's service commanders if the topic is topical for military command and national security issues.

It is advisable that an MA student proceeds with the research in accordance with the submitted research topic, however, it is possible to change and adjust the topic during the studies upon agreement with the supervisor.

If the work foresees to use the information of limited availability, it is advisable to find out if there might not arise problems during the development or defence of the thesis. Since Master's theses are defended in open meetings, the outcome of the work should not be of confidential information. If the Master's thesis is topical and registered in service interests by the administration and contains the information of limited availability, then NDA Academic board decides on establishing a closed commission where only reviewers and assessors with relevant special permits take part.

On a terminated date a student submits the application for Master's thesis topic in Latvian and English. It should be concerted with the potential advisor as well as indicate the student's and supervisor's contact information (see Appendix 3). Upon submission there must be the signature of the potential advisor, testifying that he agrees to monitor the student's research on the specified topic. In addition to the application a student submits an extended description (see Appendix 2) where it is advisable to supplement the entrance exam topic.

Not later than 20 weeks prior to the submission of Master's thesis, NDA Academic board approves of research topics and advisors. If the entire research topic is not approved, the programme director proposes a student to adjust it within 2 weeks.

5. MASTER'S THESIS STRUCTURE AND CONTENT

Prior to drawing up Master's thesis structure it is necessary to get acquainted with the available literature and compile bibliography. An important stage of thesis development is the collection of information. The student thoroughly and extensively investigates theoretical and practical ways of solution the formulated problem, critically views the available sources and practical materials. It is appropriate also to apply the knowledge obtained during the service.

The student agrees on the initial structure of his Master's thesis together with the research advisor. After careful consideration the student draws up the final version according to which he carries out further research on the selected topic.

Master's thesis comprises such compulsory components of the paper: title page, annotations (in Latvian/English), table of contents, introduction, theoretical and practical/analytical part, theses and proposals, conclusion, terms and abbreviations, bibliography, appendices (if necessary).

The suggested Master's thesis structure, based on the specified amount of the paper, is the following:

- 1) Title page – 1 page;
- 2) Annotations – 2 pages;

- 3) Table of contents – 1–2 pages;
- 4) Introduction – 3–4 pages;
- 5) Theoretical part – 21–29 pages;
- 6) Practical/analytical part – 21–29 pages;
- 7) Theses and proposals – 4–5 pages;
- 8) Conclusion – 3 pages;
- 9) Terms and abbreviations – 1–2 pages;
- 10) Bibliography – 2–3 pages.

Master's thesis should be divided into parts and chapters; it can also be divided in subchapters. The entire MA thesis content should purposefully and logically lead to the solution of the author's selected problem.

The content and layout should comply with the defined methodological requirements. The amount of work without appendices is 60 – 80 pages.

5.1. Title page

Title page should comprise the most appropriate information about the paper:

- 1) Name of the higher educational institution;
- 2) Name and surname of the author;
- 3) Topic;
- 4) Type of the research paper – Master's thesis;
- 5) Information about the advisor of the paper (name, surname, scientific grade, service rank, position);
- 6) Place and year of writing the paper.

All the information on the title page should be arranged in a definite sequence. The title of the paper should be indicated in Latvian or English on the title page. The title should be concise and informative. It should reflect the problem or regularity that is being researched.

<p>NATIONAL DEFENCE ACADEMY OF LATVIA</p> <p>Name SURNAME</p> <p>TOPIC</p> <p>Master's thesis</p> <p style="text-align: right; margin-right: 50px;">Advisor: <i>scientific degree, service rank, name, surname, position</i></p> <p style="text-align: center;">RIGA 201__</p>

Figure 1. Title page of Master's thesis

On the title page advisor's scientific degree, rank, name and position should be written with small letters in italics. The comma is put after scientific degree only.

See A4 format of title page in Appendix 5.

5.2. Annotation and keywords

Annotation is a short review of the paper the goals of which is to present a general idea about the content of the paper. The annotation is written in Latvian and English. The structure and content of the annotation in both languages are the same.

Annotation indicates the topic of the paper, the goal of the research, the overview of Master's thesis content – main theoretical statements, content outline, research methods, and the main results. Annotation is included in the total amount of pages but it should not be indicated in the table of contents. The amount of annotation is – up to 850 signs including spaces.

At the end of annotation 3-5 keywords should be given. The keywords – basic concepts of the Master's thesis characterizing its topic and essence.

5.3. Table of contents

Table of contents informs about all components of the paper. It indicates the page where parts, chapters and subchapters are to be found. All titles in the table of contents should be formulated precisely the same as they are written in the text of the paper. Depending on the research topic the theoretical part is divided into two parts with chapters. The chapters can be divided into subchapters. The content must comprise practical and analytical part where research methods and results should be indicated.

TABLE OF CONTENTS	
Introduction (without numeration).....	
1. HEADING OF THEORETICAL PART.....	
1.1 Heading of Chapter 1.....	
1.2. Heading of Chapter 2.....	
1.3. Heading of Chapter 3.....	
1.3.1. Heading of Subchapter 1.....	
1.3.2. Heading of Subchapter 2.....	
2. HEADING OF THEORETICAL PART.....	
2.1. Heading of Chapter 1.....	
2.2 Heading of Chapter 2.....	
2.3. Summary.....	
3. HEADING OF PRACTICAL OR ANALYTICAL PART	
3.1. Methods of research.....	
3.2. Research results.....	
Thesis and proposals (without numeration).....	
Conclusion (without numeration).....	
Terms and abbreviations (without numeration).....	
Bibliography (without numeration).....	
Appendices (without numeration).....	
Appendix 1 (heading).....	
Appendix 2 (heading)	

Figure 2. Table of contents of Master's thesis

Table of contents is not placed in a frame. The numeration of chapters and subchapters in the table of contents should be written with indentions from the left side of the page, on the right

side indicating the corresponding page number of each MA thesis part from the total page numeration of the paper. See format of table of contents in Figure 2.

5.4. Introduction

The Introduction should be formulated clearly and concisely. The amount of the introduction should be not more than 3–4 pages. The content of the introduction should be structured and contain the essence of research.

Justification of the topicality and practical application of the chosen topic

The author provides substantiation of the choice of the topic, its importance and topicality. The novelty is closely related to the topicality and practical application of research. The introduction should also give an indication of the importance and relevance of the topic chosen and explain the way in which the topic has been approached, methods of research, sources of research and the order of chapters in which the topic will be addressed. A brief review of past work is usually necessary in order to validate the importance of the problem, i.e., the reason for the author's interest in the problem. The research problem should be set in its broader conceptual context, and the potential contribution of the proposed research explained. The student may want to explain the exclusion of certain topics from her/his research and provide any other relevant information for the reader. The introduction should state clearly and concisely:

- Background of the study;
- Significance of the problem;
- Objective of the research paper;
- Hypothesis or research questions;
- Research methods;
- The basic theories and authors used;
- Data collection techniques (where applicable);
- Research subjects/participants/population (where applicable).

The possible undesirable consequences might be mentioned if the problems were not solved.

The aim of the study

The author formulates the research problem based on the topicality of the selected topic, research object. The author of the MA thesis formulates personal approach to the problem of research, the solution to the problem.

Research object

Precisely formulated problem – process or phenomenon that is raised by the author and that will be covered should be presented. The object is the body of research reality comprising a research object. A research object should be disclosed in the research topic.

Research subject

The empirical aspect of research object advanced for the theoretical conception and analysis. It is included in the frames of research object and is being investigated to resolve the question of the stated problem.

Hypothesis or research questions

A research hypothesis is the statement created by authors when they speculate upon the outcome of research or experiment based on conditions and reasons. A hypothesis is a suggested solution to a problem. According to the content a hypothesis might be divided as follows: 1) on

the existence of phenomena (the study of a phenomenon itself); 2) on the correlation between phenomena; 3) on the casual relationship between phenomena (cause-and-effect relationships).

Sometimes, it is more appropriate to explore the nature of a problem, issue or phenomenon without quantifying it. The main objective for the author is to describe the variation in phenomenon, situation or attitude, e.g, results of an observed situation, the historical enumeration of events, an account of different opinions different people have about an issue. In this case the research objective is a concrete research question where an unknown quantity is considered to be a part of research reality.

Research methods

Instruments for verifying research hypothesis or research questions. The more precisely and comprehensively research methods are selected, the more successfully is a practical/ analytical part of Master's thesis developed.

Research base

Review of the theoretical and empirical literature provides the theoretical background to the problem under research.

The practical/ analytical foundation of research might be a reference of setting where the research will be carried out.

Tasks of research

The author provides the tasks for achieving the goal of scientific research. The tasks disclose the main content of research. Usually one basic objective might be promoted for each chapter. In contradiction to the goal of the research, the objectives disclose all phases of planning and investigation from the beginning to the end state.

Limitations of the study

The factors and conditions (prerequisites) that set the limitations to solving the problem and carrying out research. Restrictions should always be substantiated and explained.

The structure of the paper

The closing part of Introduction briefly describes a content of each chapter and indicates the amount of tables, figures, appendices, consulted literature and sources, indicates both including and excluding appendices. The structure and clarity of MA thesis is important.

It is advisable to highlight all essential key words in Introduction – **topicality, novelty, practical application, the goal of research, object of scientific research, subject-matter of scientific research, hypothesis or research questions, methods of research, tasks of research, limitations of research and the structure of the paper**. It makes easy for the reader to find necessary information.

5.5. Theoretical part

The theoretical part has three objectives:

- 1) To introduce the reader with the topic under investigation, so that the reader is informed of the nature and problem of the study, explain the main concepts;
- 2) To aggregate different findings on research topic and its problematics suggested by other researchers, (reveal the purpose of proposed research, previous findings, and related unclear problematic aspects);

- 3) To substantiate research conception, methodological assumptions, advanced hypotheses or research questions.

In order to make a list of key words it is advisable to use the data of specialized Internet sources, dictionaries and encyclopaedias. Since the scientific literature mainly is in the English language, it is important to know appropriate terminology in relation to Latvian-English terms. The essential sources of information are scientific articles, articles or chapters in scientific volumes, monographs, thematical encyclopaedias, reference books (manuals).

It is not advisable to use course books, newspaper articles and internet sources (if they are not e-publications of scientific articles or statistics of data collection), handouts of seminars, brochures a.o. Such materials might be used only for giving particular examples or illustration, if necessary. The author of MA thesis should rely on primary sources, i.e. the authors who are the first ones in the field of the investigation of particular problem.

The theoretical part of Master's thesis is the theoretical substantiation of advanced hypotheses or raised questions. This section contains information on the materials and methods used in the study. The author should provide the significant observations and conclusions of the literature, and these should be included only if they are pertinent to the problem investigated. This section contains a presentation of scientific data, a discussion of the scientific data and its relevance to the scientific literature. All questions discussed in this part should correspond to the topic of MA thesis, promoted goal, and it should provide successful further research.

The Master thesis is original research; therefore, any kind of plagiarism is forbidden. A student submitting a Master thesis should declare that he/she has not used any unacknowledged sources, i.e., all sources from which the information is derived are acknowledged in the body of the thesis:

- 1) In-text citations;
- 2) Data, questionnaires, visual aids, text corpora, tables and figures, formulae, intermediary results and calculations or other kinds of illustrative material provided by other authors;
- 3) Mentioning of some reference source, research of other scientists, articles.

This body of the thesis deals with the theoretical and empirical aspects of research and should be organised in chapters and subchapters, where the problem is being investigated from the general assumptions to more specified ones, revealed in the practical/analytical part of MA thesis. Each chapter should start with a short (e.g. a paragraph long) introduction and conclude with a paragraph that briefly summarizes the chapter, draws conclusions and looks ahead to the following chapter, indicating the readers what they may expect.

The basic material for analysis in the theoretical part is collected data, observations, investigations carried out by the author. The essential justifications for the analysis and arguments are purposefully chosen samples by the author. Chapters may contain visuals organized in tables, charts, diagrams and the like. In the discussion the issue and alternatives on its solution should be formulated precisely, the theoretical research related to the topic should be analysed, local and global experience should be evaluated. Voluminous materials should be included in appendices. The closing of theoretical part should contain **the summary** that provides the link between previous theoretical analysis and the author's research.

5.6. Practical/analytical part

The practical part of the paper describes the procedure, the process and the methods of obtaining data. In this part the data are processed, analysed and interpreted. Where possible,

present the data in the practical part visually (through diagrams, tables, charts, graphs) and give your interpretation. Provide as much evidence as possible for the conclusions you make.

Practical/analytical part contains the empirical research carried out by the author and the results of research. Materials and data should be used in the practical/analytical part. Empirical data are used to validate the advanced hypothesis.

If the author applies methods of quantitative studies/ qualitative studies, this part is defined as a practical part. In its turn, if the author applies analytical approach of case study, then this part of thesis is defined as an analytical part.

A description of the methodology used in the study should be provided. Depending on the field of research, the methodology section may comprise:

- Research context; characteristics of the subjects (in quantitative studies)/ participants (in qualitative studies);
- Data collection instruments/ research tools, e.g. questionnaires;
- Procedure of the research;
- Description of the corpus of texts analysed;
- Analysis of the data.

This part comprises the results of the study – a presentation of the results, organized in terms of the hypothesis/research questions:

- Discussion of the findings;
- Summary of the results (illustrated by schemas, tables and figures, diagrams, charts, maps or photographs).

The attention should be focused on incompleteness of collected data:

- 1) Is there a concern about quality of data (validity, accuracy)?
- 2) How it may influence conclusions made as the result of analysis?

The analysis of collected data is mandatory, followed by explanations and justifications of revealed tendencies and regularities in research. It is forbidden to illustrate one and the same material twice. For instance, if results are presented in a table or figure, then they are not repeatedly rewritten in text. The author should choose a suitable way of presentation of obtained results. The most relevant results are adequately presented and discussed in depth, so as to demonstrate the validity (or lack of it) of the hypothesis.

The author should verify the following questions:

- 1) Is the relevant theory is verified?
- 2) Are the theory/theories or models that are used for your particular study relevant to the research problem you are investigating?
- 3) Is the relevant theory or model used properly?
- 4) Will the reader be able to understand how the research is carried out?
- 5) Are the assumptions clearly formulated?
- 6) Are the findings clearly presented?

Before drawing and writing conclusions you should consider the following questions:

- 1) What new verifications are given by data analysis?
- 2) Is it possible now to achieve the promoted objectives in MA thesis?
- 3) Will the findings of analysis provide new solutions?

5.7. Methods of research

Theoretically research is divided into **descriptive-analytical studies and empirical (practical) studies**. In any scientific approach in order to solve problems two potential methodologies are to be used: Theoretical or Empirical approach. It is advisable to combine both approaches: theoretical and empirical.

Descriptive-analytical studies comprise the analysis of literature, sources, documentation, verification of theories, interpretation and suggestion of new theoretical findings, as well as providing proposals on empirical verifications of theoretical assumptions.

Theoretical methods of research are as follows:

- 1) The analysis of scientific literature;
- 2) The analysis of international experience in the field;
- 3) Modeling.

Theoretical methods of research are used in the initial stage of investigation resulting in scientific assumptions and scientific facts. In order to work out the theoretical part of MA thesis, it is necessary to perform following reasoning activities: generalization, verification, estimation and interpretation.

Empirical studies are focused on the clarification of research hypothesis or research question applying the methods of scientific research. Empirical studies are experimental and nonexperimental studies. Experimental research is a systematic and scientific approach to research in which the researcher manipulates one or more variables, and controls and measures any change in other variables. Generally, one or more variables are manipulated to determine their effect on a dependent variable.

In contrast to experimental research, nonexperimental research involves variables that are not manipulated by the researcher and instead are studied, as they exist. Non-experimental research involves observing and measuring things as they are. Non-experimental research is used to provide solutions to problems. Non-experimental research can add to what we know by common sense because we can test our beliefs to see how true they are.

The methods of research are derived from research hypothesis or research questions. Empirical evidence (the record of one's direct observations or experiences) can be analyzed quantitatively or qualitatively. Through quantifying the evidence or making sense of it in qualitative form, a researcher can answer empirical questions, which should be clearly defined and answerable with the evidence collected (usually called data).

Methods of quantitative research – based on traditional scientific methods, which generates numerical data and usually seeks to establish causal relationships between two or more variables, using statistical methods to test the strength and significance of the relationships. The answers should be given to the following questions: How much?, How often?, What part of ..? The task is to provide strong evidence for cause-and-effect relationships.

More frequently used methods of quantitative research are as follows:

- 1) Surveys;
- 2) Questionnaires;
- 3) Technical, procedural measurements.

Applying the methods of quantitative research, it is necessary to carry out a statistic analysis of data. Statistic analysis is divided as follows: descriptive statistics – the analysis of general indicators (tables, graphics) and conclusive statistics – analysis of correlations, dispersions, and factor analysis and others.

Methods of qualitative research – research methods that seek to provide understanding of human experience, perceptions, motivations, intentions, and behaviours based on description and observation of various approaches to a subject and its contextual setting. The following questions should be answered – Why?, In what way?

More frequently used methods of qualitative research are as follows:

- 1) Observation;
- 2) Interviews (structured and unstructured);
- 3) Analysis of documentation;
- 4) Discussions of target audience;
- 5) Analysis of situations.

Frequently it is necessary to combine both methods: the quantitative and qualitative research.

5.8. Conclusions and suggestions

The chapters are followed by relevant conclusions drawn on the basis of the data. Conclusions and suggestions is the concluding part of MA thesis. This section briefly summarizes the main findings of the research, both theoretical and empirical, and may describe practical implications, limitations of the research and directions for future investigations. Every suggestion or proposal should be written as a separate paragraph and numbered.

This section is short enough, concise, but it should reveal the significant **findings disclosed by the author**. Literature citations **are not allowed** in this part. This part includes author's own thoughts, judgements and recommendations for the problem solving.

It is advisable to structure conclusions according to logical sequence – from more general to more concrete:

- 1) Approval or disapproval of research hypothesis, answers to research questions;
- 2) The main findings of theoretical analysis;
- 3) The main findings of practical/analytical part;
- 4) The theoretical significance and practical application of research;
- 5) Recommendations and suggestions for further research.

5.9. Theses

This part is a brief summary of research paper, which gives an overview of the paper focusing on its main points and defining for the readers the outlines of the subject under study. The length of the abstract should not exceed 3 pages. It should comprise the following information:

- Characterization of topic;
- Purpose;
- Characterization of research methods;
- Results/findings;

- Conclusions;
- Discussion on research results in a broader context, including strengths and weaknesses of the research, and recommendations and suggestions in relation to further research in the field.

The practical application of research results should be highlighted.

5.10. Terms and abbreviations

This chapter provides the explanation and definitions of specific terms and abbreviations used in MA thesis. If necessary, the chapter might be divided in two parts:

- 1) Terms – explanations of all terms are indicated in order to avoid ambiguous usage of terminology and misinterpretation of MA thesis as well. All items should be listed alphabetically;
- 2) Abbreviations – all abbreviations and acronyms used in MA thesis should be enumerated and listed alphabetically.

e.g. NDA – National Defence Academy of Latvia.

5.11. Bibliography

This part of the thesis lists books, articles and other secondary sources used while writing the thesis. Only the sources referred to in the body of the thesis should be listed. Items in the references should be numbered and listed alphabetically:

- Latin characters (Latvian, English, then other foreign languages);
- Cyrillic characters (Russian);
- Internet sources with no author and the title.

At the end the sources available or consulted (unpublished sources) might be added.

5.12. Appendices

Appendices should include supporting material that is too space-consuming, such as lengthy data basis, complex charts and graphs, photographs, texts of programs, questionnaires, extensive listings of any kind, etc. Appendices are placed in the end of the MA thesis starting with a separate page with the common title APPENDICES (horizontally in the middle of the page). The pages of appendices are not numerated.

Each appendix should start on a new page. Appendices should be numerated in succession with the Arabic numbers, provided with headings. The word ‘Appendix’ with its number is placed in the right upper corner of the page: Appendix 1, Appendix 2, etc. If the MA thesis contains one Appendix, it should be numerated as Appendix 1.

Under the word “Appendix” the title of it is written in the middle of the next line.

It is inadmissible to include the appendix that is not described in the main text. The text should provide references to all appendices. Each appendix should have a title (a caption).

Appendices are not included in a total amount of pages.

The layout of appendices should have unified style and should be in compliance with the MA Thesis Writing Conventions.

5.13. Attestation page

The Master thesis is original research; therefore, any kind of **plagiarism** is forbidden. A student submitting a Master thesis should declare that he/she has not used any unacknowledged sources, i.e., all sources from which the information is derived are acknowledged in the body of the thesis.

The author of MA thesis acknowledges it on a separate page at the end of MA thesis where:

- 1) The author with a signature testifies that MA thesis has been worked out independently and there is no infringement of copyright;
- 2) The research advisor signs recommendation that MA thesis should be advanced for defence.

See Attestation page in Appendix 6.

6. TECHNICAL LAYOUT OF MASTER'S THESIS

6.1. Formatting of text and page

The text of MA thesis should be Word processed and printed using Times New Roman on A4 size (210 x 297 cm) white paper on one side. The pages are numbered consecutively starting with a title page without numbering on it. Numbers on abstract page and heading pages (a title page, list of content) should not be written, although they are all counted in a total length of MA thesis. Numbering should be started from the introduction page and should be centered on the bottom of a page with Arabic numerals.

1.5 spacing throughout the paper, including the list of references. Margins:

- 1) 30 mm – for left margins;
- 2) 20 mm – for right margins;
- 3) 20 mm – for top and bottom.

See text margins in Figure 3.

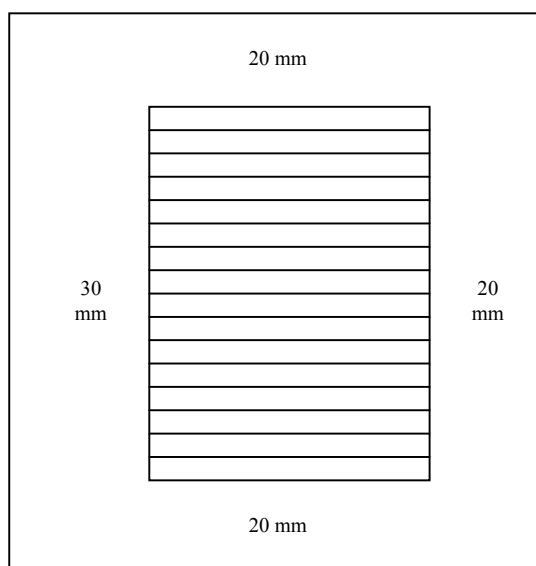


Figure 3. **Text margins**

Text should be divided into paragraphs. Each paragraph is indented by 10 mm. Paragraphs are organized without line spacing. It should be noted, that a page should not contain only one line and a page should not end with a heading.

If necessary, numeration should be used as follows: Arabic numerals either with a point or bracket, for instance, 1., 2 vai 1), 2), either capital letters with a point or small letters with a bracket, for instance, A., B. or a), b). In this case it is advisable to use text editor. The text should be written and organized according to the following requirements: point size - 12 pt for the main text of the thesis and long quotations; 18 pt for headings of parts; 16 pt for headings of chapters; 14 pt for headings of subchapters; 10 pt for footnotes; font – Times New Roman for headings.

Headings without numeration should be written with point size – 12 pt.

If the author highlights some words in the text they should be written in small letters, bold.

Headings of the chapters (Level 1) should be written in CAPITALS, Bold, centered horizontal placement. Each chapter should be started on a new page. Headings of the subchapters (Level 2) should be written in small letters, 1.2. Bold, the first word with a capital letter, centered horizontal placement.

Headings of the sub-points (Level 3) should be written in small letters, the first word with a capital letter, align left.

If necessary, it is possible for the text structuring to sub-points with heading without including them in the table of content. Headings of the sub-points (Level 4) should be written in small letters, the first word with a capital letter, align left. (Figure 4)

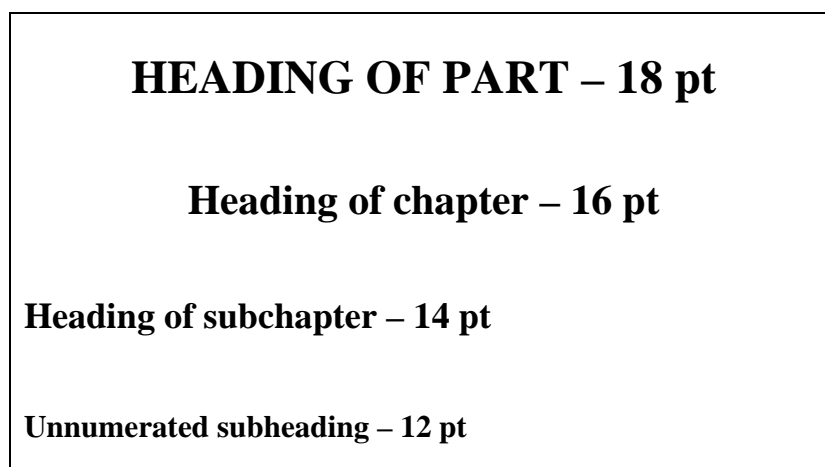


Figure 4. Font and arrangement of headings of parts, chapters, subchapters and unnumbered subchapters

A space between heading and the previous and the following text line 10–12 pt, the following text – 6–10 pt. Unnumbered headings might be used in some parts, chapters or subchapters of the text. The text should be structured. Unnumbered headings should be separated with a space below and under the text.

Chapters are numerated with Arabic numerals; for instance, sub-chapters 1 and 2 are numerated with two Arabic numerals by dividing with a point in between. For instance, 1.2, 2.3.

The text of the sub-chapter with its heading follows right after previous text on the same page. If the sub-chapter contains several points they are numerated with three Arabic numerals within according sub-chapter, for instance, the points of the third chapter and the second sub-chapter are numerated 1.1.1.; 1.1.2.

See formatting of Master's thesis Figure 5.

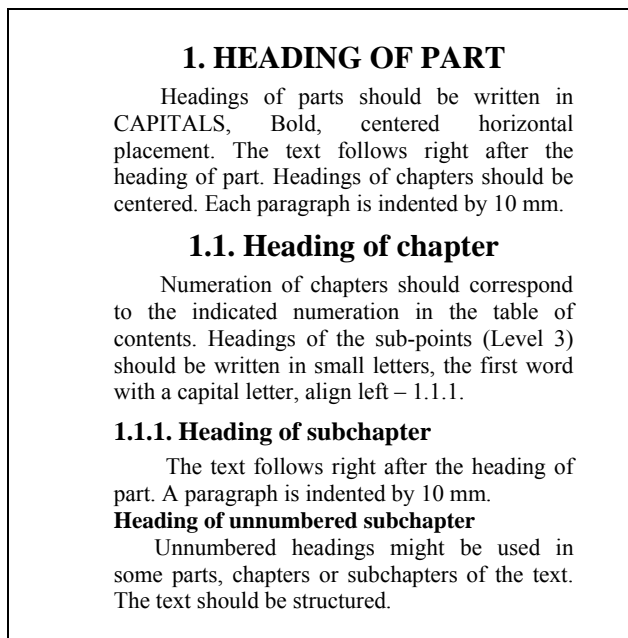


Figure 5. Formatting of Master's thesis

A full stop is not used after the heading or subheading. One empty line is left before and one empty line after each heading. It is inadmissible to divide words in headings. Numeration of chapters should correspond to the indicated numeration in the table of contents. Headings should not be underlined, without a full stop in the end. A page should not end with a heading.

Abbreviations should not be used in headings.

Each part should be started on a new page. The text of the sub-chapters, sub-points with its heading follows right after previous text on the same page.

The headings: abstract, introduction, conclusions, theses, bibliography and the table of contents should not be numerated. They should not be numbered in the table of contents.

6.2. Formatting of Figures, Tables and Formulas

Tables and figures should accompany the thesis. Tables and figures placed in the text should be analyzed. The figure (table) taken from some source should be included in the list of literature and given the reference in corresponding place in the text. Figures, tables with their captions should be on the same page. Note that formatting of the text you should check whether the table and its caption (figure and its title) are on the same page!

Figures are:

- 1) Schemes;
- 2) Illustrations;

- 3) Diagramms;
- 4) Graphs;
- 5) Maps;
- 6) Photographs and others.

Each figure and table should be numbered and with added notes of explanation. Figures, tables with their captions should be placed horizontally in the middle of the page right after corresponding paragraphs or references. Full stop is not written after the titles of the tables and pictures. If the explanation is added to a figure, it is centered under the title. The part, chapter, subchapter or subpoint should not start or end with a figure, table or formula.

Figures are numbered with Arabic numerals by chapter, i.e. the first figure in chapter two would be Figure 2.1, and the second figure would be Figure 2.2 and so on. If the fourth figure is inserted in chapter 3.1.1, it would be Figure 3.4. The word *Figure* is written in italics, font – 12 pt., e.g., *Figure 1*, *Figure 2* etc. The figure captions are written in bold, font size –12 pt.

A space between a figure and caption – 6 pt., between a caption and the following text – 12 pt. If a figure is taken from some source of literature it should be acknowledged, i.e. a caption should be followed by a source number and page number, a number of the Internet source according to the bibliography, in brackets. See formatting samples in Figure 2 – 7.

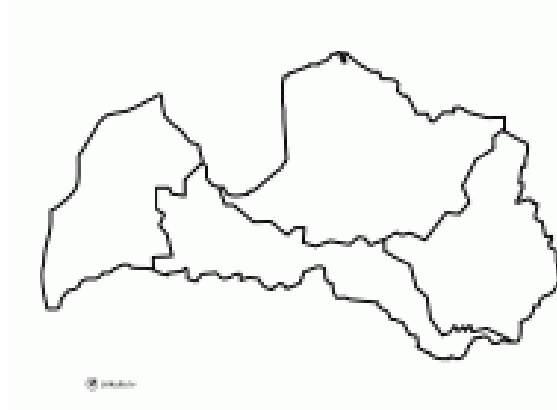


Figure 5. Schematic illustration of regions in Latvia [38]

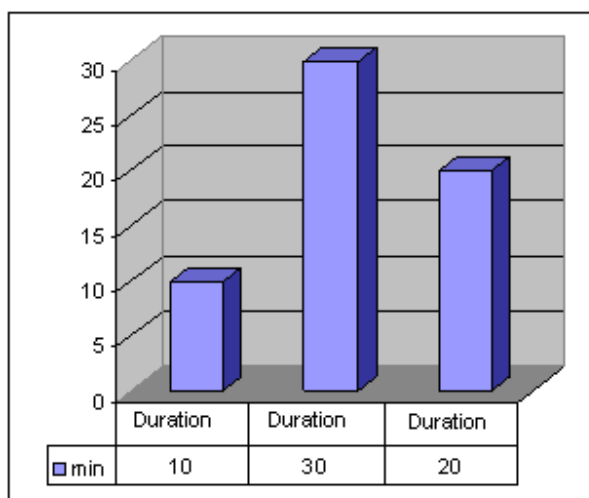


Figure 6. Time intervals of traffic movements

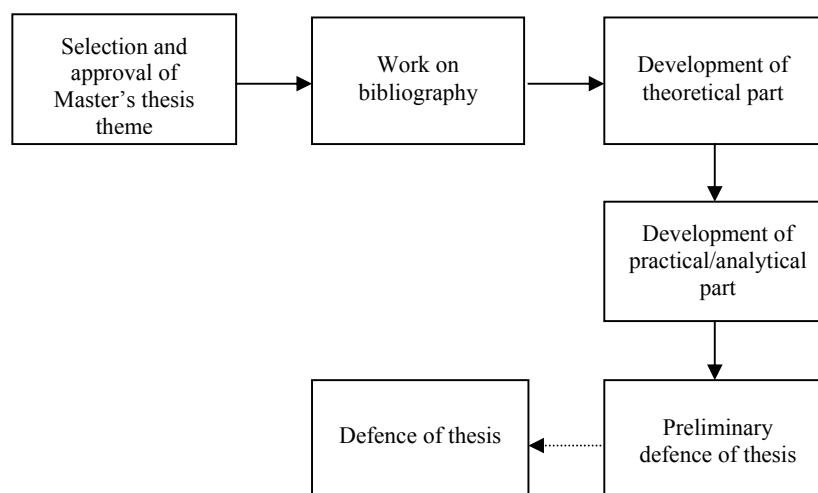


Figure 7. Schematic illustration of basic stages of MA thesis development

Each table should be numbered with Arabic numerals by a sequencing number of a chapter and should have a title, in italics, font size – 12 pt. E.g., *Table 1*, *Table 2*. The captions of tables are written above, whereas the captions of figures are written below the data.

The table captions are written in bold, font size –12 pt.

A space between a table and caption – 6 pt, between a caption and the following text – 12 pt. If a table is taken from some source of literature it should be acknowledged, i.e. a caption should be followed by a source number and page number, a number of the Internet source according to the bibliography, in brackets. (Table 2)

Table 2. Maximum ordinate in metres [1, 78]

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

Tables can be split over several pages only when they take up more than one full page. In that case, the table is continued on the next page without the caption or heading and begins with the row of column numbers directly under the table heading on the previous page, e.g. *Table 2 (Continued)*.

Table 2. (Continued)

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

Formulae, equations and inequations are placed on a separate row and centred. Long formulas and their modifications are placed over several rows. You should explain how all formulas and mathematical expressions presented in the paper have been generated. Equations taken from the literature are explained by reference to the source, e.g., the formula [5] derived by

the author. For derivative formulae, give the original equations and explain the derivation process, conditions, and simplifying assumptions.

Explanations of symbols used in formulae start with the word “where” with a comma. No units of measure are written after formulae. Units of measure are indicated, where necessary, in the explanations attached to the formulae. When there are several formulae in the thesis, these are numbered with Arabic numeration analogously with tables and figures. Numbers are put in Formula numbers are placed in square brackets and aligned right. When referring to a formula in the text, its number is also placed in square brackets [1].

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

ε – angle of elevation;
H – height of target above the shooting level;
T – shooting range in metres.

Appendix 10 contains General regulations of MA thesis formatting.

6.3. Formatting of References and Bibliography

6.3.1. References

1. General regulations

Every reference, citation made in the thesis should appear in the list of references. Citation should be in inverted commas indicating the author or source and page number. The quotation, paraphrase and summary of the author’s words or ideas should be acknowledged.

e.g.

As one of NDA tradition is a presenting of „Sword of Honour “to the most advanced cadet and engraving of his name on the Honorary Plaque”. [16, 3].

Reference is made to a source in the following way: in the body of the text after every reference the item from the list of literature should be indicated in square brackets according to its number in the list, for instance, [1]. When the material you refer to contains more than one author all numerals should be written in square brackets using commas - [2, 6].

e.g.

During the studies at the Academy, cadets actively participate in various LNAF sport activities. That also includes participation in international competitions. [16, 4; 16, 2].

2. Sources in Latvian

Referring to the author’s thesis in Latvian, the surname of the author in the text is written in Latvian by indicating a corresponding page number and source number according to its numeration in the list in square brackets.

e.g.

In research Liepa specified, that... [14, 67].

If a source has two authors, both of them should be noted using connective *and* between them.

e.g.

In this research Liepa and Pakalns have defined... [15, 45].

If a source has two or three authors, all of them should be noted using connective *and*.

e.g.

Liepa, Pakalns and Jansons argue that ... [16, 24-36].

If there are more than three authors, all their names should appear when a reference to the publication is made for the first time. Then, only the first author should be mentioned followed by *et al.* meaning 'and others'.

e.g.

Liepa et al. notices that... [16, 56].

3. Sources in other languages

Referring to the authors of the source in another foreign language, the surname of the author in the text is written in English by indicating the author's surname in the original language in brackets. A corresponding page number and source number according to its numeration in the list should be indicated at the end of the sentence in square brackets.

e.g.

Turner carried out ... [27, 65-69].

If there is a reference to two authors of the source in another foreign language, then the surnames of both authors are written in Latvian by indicating both authors' surnames in the original language using connective *and*, in brackets. A corresponding page number and source number according to its numeration in the list should be indicated at the end of the sentence in square brackets.

e.g.

Turner and Crow analyze... [29, 56-62].

Referring to the same source repeatedly, both authors' surnames are noted in Latvian in the text (surnames in the original language are not indicated).

E.g.

Turner and Crow proved ... [29, 98-110].

If a source has two or three authors, the authors' surnames are noted in Latvian in the text and their surnames in the original language are noted using connective *and* in brackets.

e.g.

Turner, Crow and MacDowell underscore ... [31, 78].

Referring to the same authors repeatedly only the first author should be noted in Latvian followed by *et al.* meaning 'and others'. The author's surname in the original language is indicated in brackets.

e.g.

Turner et al. argues ... [31, 206].

4. Two different items by the same author in the same year

If a reference is made to two different items by the same author in the same year, they should be arranged alphabetically according to the titles mentioning their names and surnames in the list, but in the text the surname of the author or a title of source should be indicated.

e.g.

In the research Ozols defines [22, 210-225] , but in further research [23, 147-178] he gives a more detailed analysis...

References with elements of other foreign authors' surnames are noted in Latvian according to the laws and regulations on spelling of the name and surname in the Latvian language (State Language Law, Regulations No. 114 of the Cabinet of Ministers as of 2nd March 2004 "Regulations on Spelling and Use of Names in the Latvian Language and Their Identification").

6.3.2. Bibliography

All other authors' original works that are used in the paper should be referenced. The list of references includes only those sources that have been specially referred to in the paper.

The list of literature should be listed alphabetically - references in Latvian should be presented first (Latin characters are first, consecutively by the Latvian alphabet), then - references of origin in other languages (English, German etc.). The sources of literature should be numbered.

Note that the reader will typically review the list of references to determine whether you have consulted the more prominent works in the field. A good review of literature is essential to good thesis writing.

1. Books and other similar publications (dissertations, Master's thesis, and the like)

- 1) The author's surname and initials should be noted. If a source has two authors, both of them should be noted using connective *and* in corresponding language. If a source has two or three authors, all three authors' names and surnames should be noted using connective *and* in corresponding language before the third author;
- 2) The authors' surnames and initials should be written with no highlighting (no bold). If the author's rank is mentioned, it should be placed before the surname and initials in the list of sources. If the author's position is mentioned, it should be written after the author's surname;
- 3) The title of the book is written in italics. If there is an additional title, it is written after the main title in italics, separated by a colon;
- 4) If there is no author and a work is produced by an organisation you should refer to the work by the title followed by the organisation (if it is mentioned), which has compiled/issued the book. The surname(s) and initials of the compiler(s) and editor(s) should be mentioned indicating "ed" in corresponding language;
- 5) If a work has the 2nd, 3rd edition etc. edition, in English it should be noted as follows – 2nd ed., 3rd ed. etc.;
- 6) Publication information is indicated in brackets: place of publication, publisher, and the year of publication. If a book is published in USA, a name of city is followed by a state;
- 7) If a series title is mentioned, it is indicated in brackets;
- 8) Total amount of pages should be indicated;
- 9) If a work is taken from the Internet sources, you should indicate the sender, the date (the exact date when the information is retrieved), and the electronic source.

e.g.

One author

Brzezinski, Z., *The Grand Chessboard: American Primacy and its Geostrategic Imperatives* (New York: Basic Books, 1997), p. 240.

Two authors

Kegley, C.W. and Blanton, S.L., *World politics: trend and transformation*, 12th ed. (Boston, MA: Wadsworth/Cengage Learning, 2009), p. 672.

Phillips D. and Young P. *Online Public Relations: a Practical Guide to Developing an Online Strategy in the World of Social Media*, 2nd ed., (London, Philadelphia, PA: Kogan Page Publishers, 2009), (PR in Practice Series), p 288.

Three authors

Ojanen, H., Herolf, G. and Lindahl, R., *Nonalignment and European security policy: Ambiguity at Work* (Helsinki and Bonn: Ulkopoliittinen instituutti and Institut für Europäische Politik, 2000), p. 273.

Steiner, J., Woods L. and Twigg-Flesner, C., *EU Law*, Online Resource Centre, 9th ed. (UK: Oxford University Press, 2006), p. 696.

Multiple authors

Muižnieks, N., Rostoks, T., Petrenko, D., Doroņenkova, K. and Denis, S. *Manufacturing Enemy Images. Russian Media Portrayal of Latvia* (Riga: University of Latvia, 2008), p. 168.

The book with no authors, with editors

The New Oxford Companion to Law, ed. P. Cane and J. Conaghan (UK: Oxford University Press, 2008), p. 1308.

Dissertation

Rivera, C.A. *Building a model of leadership development for times of change*, Doctoral dissertation (Riga: University of Latvia, 2010), p. 210.

Master's thesis

Almeida, D.M. *Peace Support Operations*, Unpublished master's thesis, National (Riga: Defence Academy of Latvia, 2000), p 76.

2. Articles in periodicals

- 1) The author's surname and initials should be noted. If a source has two authors, both of them should be noted using connective *and* in corresponding language. If a source has two or three authors, all three authors' names and surnames should be noted using connective *and* in corresponding language before the third author.
- 2) The authors' surnames and initials should be written with no highlighting (no bold). If the author's rank is mentioned, it should be placed before the surname and initials in the list of sources. If the author's position is mentioned, it should be written after the author's surname.
- 3) If there is no author and an article is produced by an organisation you should refer to the work by the title of the article followed by the organisation (if it is mentioned), which has compiled/issued the article.

- 4) The titles of articles should be placed in inverted commas.
- 5) The title of the periodical is written in italics. If there is an additional title, it is written after the main title in italics, separated by a colon.
- 6) The following information on the articles should be indicated: Volume/Issue number (Vol./Issue), (with Arabic or Roman numerals correspondingly to the original edition), the year (a date) of publication in brackets. If a periodical is issued less than once a month, the year and date should be indicated in brackets.
- 7) If an article is published in the Internet, you should indicate the sender, the date (the exact date when the information is retrieved), and the electronic source.

e.g.

One author

Reisinger, H. 'Rearranging Family Life and a Large Circle of Friends: Reforming NATO's Partnership Programmes', *NATO Defense College Research Paper*, No 72, January (2012), pp.1-8; <http://www.ndc.nato.int/research/series.php?icode=1> [Accessed 12/03/2012].

Raghavan, S. 'In violence between Sudan and South Sudan, 'echoes of Darfur'', *The Washington Post* (10 March 2012); http://www.washingtonpost.com/world/violence-between-two-sudans-has-echoes-of-darfur/2012/03/09/gIQA LukS3R_story.html [Accessed 12/03/2012].

Two authors

Maj Alasauskas, A. and Maj Anglickis, G. 'On Baltic Deployment Experiences: Lithuanian Lessons Learned From International Operations From 1994 to 2010', *Baltic Security and Defence Review*, Vol.12, Issue 2 (2010), pp. 134-158; <http://www.bdcoll.ee/files/files/BSDR%20vol%2012%20,%20no%202%202010.pdf> [Accessed 12/03/2012].

Three authors

Davids, C., Rietjens S. and Soeters, J. 'Measuring Progress in Reconstructing Afghanistan', *Baltic Security and Defence Review*, Vol. 12, Issue 1 (2010), pp. 25-51; [http://www.bdcoll.ee/files/files/documents/Research/BSDR2010/BSDRvol12\(1\).pdf](http://www.bdcoll.ee/files/files/documents/Research/BSDR2010/BSDRvol12(1).pdf) [Accessed 12/03/2012].

Multiple authors

Barmin, Y., Jones, G., Moiseeva S. and Winkelman, Z. 'International Arms Control and Law Enforcement in the Information Revolution: An Examination of Cyber Warfare and Information Security', *Connections: The Quarterly Journal*, Vol. X, No 4, Fall (2011), pp. 73-93.

An article with no references to the authors

Heidi Mines, 'Title Challenge: Heidi "Danger" Mines lives up to her name on explosive course', *Soldier: Magazine of the British Army*, Vol. 65, No. 7 (2009), pp. 61-63.

3. Classified publications used within an organisation

- 1) The abbreviation of the organization is followed by the full name of organization, separated by a comma.
- 2) The titles of publications issued by the organisations are written in italics.

- 3) The date (a day, month, year) of publications issued by the organisations should be indicated in brackets.
- 4) Further regulations on the formatting of publications see at page 32 (points A, B, C).

e.g.

UN, The United Nations, *Charter of The United Nations*; <http://www.un.org/en/documents/charter/> [Accessed 12/03/2012].

OCHA, United Nations Office for the Coordination of Humanitarian Affairs, *Sudan, Weekly Humanitarian Bulletin for the period 27 February - 4 March 2012*, 10 March 2012, <http://reliefweb.int/node/482082> [Accessed 12/03/2012].

NATO, *Political guidance on ways to improve NATO's involvement in stabilisation and reconstruction* (23 September 2011), p. 8; http://www.nato.int/nato_static/assets/pdf/pdf_2011_09/20111004_110922-political-guidance.pdf [Accessed 12/03/2012].

Bureau of Democracy, Human Rights, and Labor, *2010 Human Rights Report: Latvia* (8 April 2011); <http://www.state.gov/j/drl/rls/hrrpt/2010/eur/154433.htm> [Accessed 12/03/2012].

4. Doctrines, declarations, resolutions, reports

- 1) The abbreviation of the organization or the full name of organization should be indicated.
- 2) The titles of publications are written in italics.
- 3) The date (a day, month, year) of delivered speech, briefing should be indicated in brackets.

e.g.

NATO, *Lisbon Summit Declaration* (20 November 2010); pieejams http://www.nato.int/nato_static/assets/pdf/pdf_2010_11/2010_11_11DE1DB9B73C4F9B_BFB52B2C94722EAC_PR_CP_2010_0155_ENG-Summit_LISBON.pdf [Accessed 12/03/2012].

NATO, *NATO 2020: assured security; dynamic engagement, Analysis and recommendation of the group of experts on a new strategic concept for NATO*; <http://www.nato.int/strategic-concept/strategic-concept-report.html> [Accessed 12/03/2012].

NATO, *Statement by the North Atlantic Council on the occasion of the 10th anniversary of the invocation of article 5 on 12 September 2001* (12 September 2011); http://www.nato.int/cps/en/SID-C6E9D21A-ABC8C430/natolive/news_77926.htm [Accessed 12/03/2012].

UK Parliament, *The UK's Foreign Policy Approach to Afghanistan and Pakistan*, Foreign Affairs Committee Fourt Report, Session 2010-2011, (London: House of Commons, 2 March 2011); <http://www.publications.parliament.uk/pa/cm201011/cmselect/cmfaaff/514/51402.htm> [Accessed 12/03/2012].

5. Speeches, meeting papers

- 1) The name and surname of the author is followed by the author's position.
- 2) The titles of publications are written in italics.

- 3) The date (a day, month, year) of delivered speech, briefing should be indicated in brackets.

e.g.

Anders Fogh Rasmussen, NATO Secretary General, *Speech in Tallinn, Estonia NATO's Baltic Allies: punching above their weight* (19 January 2012); http://www.nato.int/cps/en/SID-6D8A86B4-0B8C5F11/natolive/opinions_83482.htm [Accessed 12/03/2012].

Anders Fogh Rasmussen, NATO Secretary General, *Opening remarks at the Meeting of NATO Defence Ministers with non-NATO ISAF Contributing Nations* (3 February 2012); http://www.nato.int/cps/en/SID-272B77EF-AE131E4D/natolive/opinions_84107.htm [Accessed 12/03/2012].

Anders Fogh Rasmussen, NATO Secretary General, *Monthly press briefing* (5 March 2012); http://www.nato.int/cps/en/natolive/opinions_84865.htm [Accessed 12/03/2012].

Martins Šulcs, Eiropas Parlamenta priekšsēdētājs, *Martins Šulcs ES samitā: eiropiešiem jābūt partneriem, nevis pretiniekiem*; <http://www.europarl.europa.eu/news/lv/headlines/content/20120301STO39618/html/Martins-%C5%A0ulcs-ES-samit%C4%81-eiropie%C5%A1iem-j%C4%81b%C5%ABt-partneriem-nevis-pretiniekiem> [Accessed 12/03/2012].

6. Newsletters

- 1) The name of the news agency is indicated.
- 2) The title of news is written in italics.
- 3) The date (a day, month, year) of published news item should be indicated in brackets.

e.g.

BBC News, *Sarkozy threatens to withdraw from Schengen accord* (11 March 2012); <http://www.bbc.co.uk/news/business-17332458> [Accessed 12/03/2012].

Euronews, *Norway reveals Cold War secret* (9 March 2012); <http://www.euronews.com/2012/03/09/norway-reveals-cold-war-secret/> [Accessed 12/03/2012].

7. Press releases

- 1) The title of the press release is placed in single quote marks.
- 2) The title of news agency, news services etc. are written in italics.
- 3) The date (a day, month, year) of press release item should be indicated in brackets.

e.g.

'Associated Press National News Calendar', *Associated Press* (9 March 2012); http://www.washingtonpost.com/national/associated-press-national-news-calendar/2012/03/09/gIQAtpo1R_story.html [Accessed 12/03/2012].

'Deputāti spriež par aizsardzības sistēmas aktualitātēm', *Saeimas Preses dienests* (29. februāris 2012. gads); <http://saeima.lv/lv/aktualitates/saeimas-zinas/19429-deputati-spriez-par-aizsardzibas-sistemas-aktualitatem> [Accessed 12/03/2012].

8. White papers

- 1) The full name of organization which has issued White paper should be indicated.

- 2) The title of White paper and additional information included in the title of publication should be indicated in italics.
- 3) The following publication information should be indicated in brackets: place of publication, publisher, and the year (a day, month) of publication.
- 4) Total amount of pages should be indicated.

e.g.

Commision of the European Communities, *White paper on Sport*, COM 2007 391 final, (Brussels: 11.7.2001), p. 21; http://eur-lex.europa.eu/LexUriServ/site/en/com/2007/com2007_0391en01.pdf [Accessed 12/03/2012].

9. Articles in scientific volumes

- 1) The title of the scientific volumes of articles should be written in italics, followed by an additional title (where necessary) separated by a colon.
- 2) The additional details of the conference should be indicated: the organizer, the date.
- 3) The full name(s) of editor(s) is (are) indicated.
- 4) The following publication information should be indicated in brackets: place of publication, publisher, and the year of publication.
- 5) Total amount of pages should be indicated.

e.g.

How Secure Are the Baltic States: Conference Proceedings, International conference organized by the Konrad Adenauer Foundation and the Latvian Institute of International Affairs, December 5, 1998, eds. Pauls Apinis, Atis Lejins (Riga: Konrad Adenauer Stiftung, Latvian Institute of International Affairs, 1999), 143 p.

10. Simposium publications

- 1) The title of simposium should be written in italics, followed by an additional title (where necessary) separated by a colon.
- 2) The association, organization etc. responsible for the symposium should be indicated.
- 3) The exact date of symposium should be indicated.
- 4) Total amount of publication should be indicated.

e.g.

Latvijas pilsoniskās sabiedrības iespējas un izaicinājumi: Domātāju un darītāju simpozija kopsavilkums un rekomendācijas, biedrība „Latvijas Pilsoniskā alianse”, 2010. gada 4. jūnijs, 7 lpp.; http://www.nvo.lv/files/Simpozija_04.06.2010._rezultati.pdf [Accessed 12/03/2012].

11. Recommendations, and the like

- 1) The abbreviation of the organization or the full name of organization should be indicated;
- 2) The title of recommendation, and the like should be written in italics, followed by an additional title (where necessary) separated by a colon;
- 3) The additional details mentioned on the title page of the publication should be indicated;
- 4) The following publication information should be indicated in brackets: place of publication, publisher, and the year of publication;
- 5) Total amount of publication should be indicated.

e.g.

NATO, *NATO 2020: assured security; dynamic engagement*, Analysis and recommendations of the group of experts on new strategic concept for NATO (Brussels: NATO, 17 May 2010), p. 58; <http://www.nato.int/strategic-concept/expertsreport.pdf> [Accessed 12/03/2012].

- A. If publications, doctrines, declarations, resolutions, reports, speeches, meeting paper, newsletters, press, White papers releases, conference volumes, symposium publications, recommendations, and the like are available on the **internet**, the exact date of publication view and the internet source address should be indicated.
- B. If publications, doctrines, declarations, resolutions, reports, speeches, meeting paper, newsletters, press, White papers releases, conference volumes, symposium publications, recommendations, and the like are available as **a book**, the author of the book (if any), the title, organisation or a person compiled the book, full name of editor (-s), date of publication, serie, publication page should be indicated.
- C. If publications, doctrines, declarations, resolutions, reports, speeches, meeting paper, newsletters, press, White papers releases, conference volumes, symposium publications, recommendations, and the like are available **in periodical**, the name of periodical, the date of publication and page should be indicated.

6.4. Language of the Thesis

Students work out MA thesis in Latvian or English. The language of Master's thesis should be stylistically and grammatically correct. The outline of research statements should be structured, logical and substantiated. While working on Master's thesis students should follow the basic scientific principles of research papers defined in educational environment of Latvia and which comply with the language style of international scientific publications. Prior to the submission of Master's thesis it is advisable to give the paper for reviewing to a Latvian or English language editor.

6.5. Formatting of Master's thesis abstract

MA thesis abstract is printed on a white standard sheet of A4 format on both sides with black letters, page type – horizontal (Landscape). Page margins: from all sides – 1.5 cm. Font size – 11 pt, space between lines – 1. Font of headings – 11 pt, in capital letters, bold centred.

The text is arranged in paragraphs. A new paragraph is written without an indentation from the left side, the space between paragraphs – 6pt.

The first page is divided horizontally into 2 columns. The right column of the first page should include the name of the higher educational institution, MA student's name, surname, Master's thesis title, below it – Master's thesis abstract with the MA student's signature indicating the date. At the bottom of the column the place and year should be written, e.g. Riga 2012. This column is not numbered.

The second page is divided horizontally in 2 columns and the text is written from the first line of the left side of the page. This column is numbered on top with number 2. The abstract text is continued in the right column of the same page numbered with number 3 on its top. The last fourth column of the abstract is placed on the left side of the first page; it has number 4. In this column an MA student completes the abstract text. A printed MA thesis abstract looks like a booklet. See the format of MA thesis abstract in Appendix 11.

7. STAGES OF MASTER'S THESIS DEVELOPMENT

Master's thesis is worked out in stages, submitting parts of thesis on fixed dates, thus enabling the thesis advisor to guide the student, and supervise the thesis writing process.

Stages of producing the Master's thesis correspond to dates fixed in the study plan. Generally, the following stages can be identified:

1. Defining concept - the first stage towards Master's thesis is carried out by the applicant at enrollment, submitting a proposal of the research topic of Master's thesis for entrance examination. It is allowed to modify the research topic during the study process, once the postgraduate student has acquired additional knowledge and skills. However, it is advisable to frame the desirable research concept in the initial stage of the studies, as it gives the student additional time for thesis literature studies, and for conducting practical/ analytical research;
2. Thesis advisor is chosen (approved) during the first semester of studies. Specialists in the field of study are appointed as consultants of Master's thesis if the necessity arises;
3. During the first and second semester of studies a postgraduate student, facilitated by a thesis advisor, is supposed to do a comprehensive study of relevant literature;
4. At the end of the second semester a detailed proposal of the research topic of Master's thesis, agreed by the thesis advisor, should be submitted to the SPCD. The NDA Academic Board approves the research topic of Master's thesis;
5. A Postgraduate student submits a timetable for producing the thesis to the thesis advisor with deadlines indicated;
6. During the third semester of studies the Master's thesis is produced under the guidance of a thesis advisor. Meanwhile, a student acquires methodology necessary for conducting scientific research for Master's thesis;
7. 80% of theoretical part as well as practical/ analytical research part should be done by the end of the first half of the third semester when the pre- defence of Master's thesis takes place;
8. During the second half of the third semester both, theoretical part as well as practical/ analytical research part is finalized and thesis is prepared for submission;
9. Formatting, binding and submission of the Master's thesis to ASMP, setting the date of defence;
10. Work on making a presentation to defend the Master's thesis;
11. Defence of the Master's thesis.

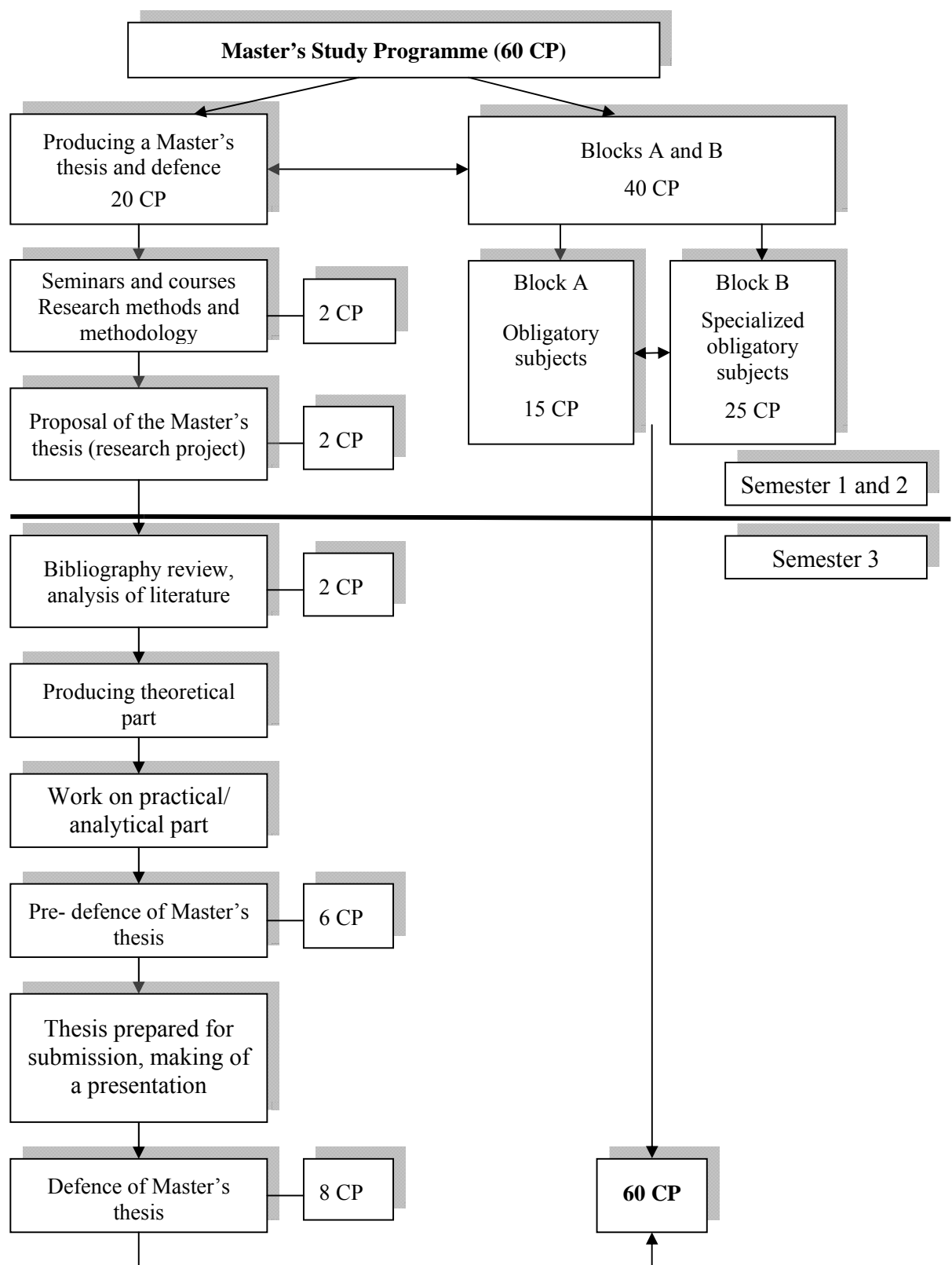


Figure 8. Stages of Master's studies in semesters

Students, who have successfully followed the study programme and received the necessary amount of credit points, are eligible to defend their Master's thesis.

Should the student fail to submit the thesis by the deadline, the student has to write an application addressed to the SPCD of NDA, explaining reasons for not succeeding to produce the Master's thesis. In case the thesis advisor is against moving the Master's theses forward for defence, but the student is determined to continue working on the thesis, the latter can ask for the extension of academic studies for the duration of one semester. Should the student fail to meet his/ her commitment by the end of extension, the student is ex-matriculated for not having completed the study programme.

7.1. Collaboration with the thesis advisor

A faculty member (a professor, an associate professor, a university lecturer) of NDA or other tertiary institution is eligible to be a thesis advisor. The thesis advisor should hold a Doctor's degree. It is allowed to assign consultants- acknowledged specialists in the field who have obtained at least Master's degree or a diploma of higher education equal to the Master's degree.

It is recommendable that the student meets with the thesis advisor to get guidance and to account for the work done as often as it is necessary, but not less than once a month.

The student and the advisor agree on the thesis- writing timeline and the submission dates for the draft copy. The advisor may request the student to produce a detailed thesis- writing plan. While working on thesis, the student is authorized to have consultations on thesis- writing with other members of the faculty.

Responsibilities of the thesis advisor involve:

- 1) Providing guidance in selecting the topic for research;
- 2) Rendering assistance in devising the initial and final plan and creating the work's structure;
- 3) Providing guidance in choice of literature and other necessary sources for research;
- 4) Providing assistance in determining the research object and research methods;
- 5) Reading and evaluating the submitted draft copies before returning them to the student with comments, suggestions for changes and improvements;
- 6) Reviewing the submitted research work and to sign it on condition that the advisor regards it as an independent research done by the student, and it is admitted for defence if its content and format is in alignment with requirements set in "Guidelines and methodological instructions for development and defence of Master's thesis in Master's professional study programme "Military Leadership and Security".

Rights of the thesis advisor involve:

- 1) Taking part in the defence;
- 2) Refusal to hold the advisor's position provided there is a well- grounded reason;
- 3) Refusal to review the thesis after the set deadline has passed.

8. SUBMISSION AND DEFENCE OF MASTER'S THESIS

8.1. Submission of thesis

Before submitting the thesis the student should consider the following quality criteria that would be applied when assessing the work:

- 1) The content of the work and whether it matches the title and the goals and objectives set;
- 2) The originality of statements, independence of the conclusions drawn;
- 3) Elements of novelty;
- 4) Justification of the chosen research methods;
- 5) Critical review of literature and other sources used (not narration);
- 6) Results of the independent research and their importance;
- 7) Expertise in the chosen research area, and the ability to develop a persuasive scientific argument.

The Master's thesis should be printed in two copies- one with a hard cover but the other one can be bound. The text on the hard cover should appear as it is shown in a sample given in Appendix 4. The file with the final draft of the thesis must be converted into the PDF format and submitted to SPCD.

The hard cover, which is bound in imitation leather, should bear an inscription in gold letters NATIONAL DEFENCE ACADEMY OF LATVIA, MASTER'S THESIS, place and year (e. g. RIGA 2012).

The student should sign the copy with a hard cover on the attestation page, thus attesting to the independent work written applying only authorized means. The thesis advisor, however, should confirm that the content and the length of the thesis conform to the requirements set, and is the result of the student's independent work.

The student should submit to SPCD a copy of the thesis signed by the advisor three weeks before the defence takes place.

When submitting both copies of the thesis, the postgraduate student should also submit 6-10 printed copies of an abstract, and an abstract in PDF format. Postgraduate students from Latvia are required to submit abstracts in Latvian and English; however, foreign students are expected to write abstracts in English.

The thesis abstract is an extended version of an annotation that contains 8000-8200 characters. The abstract should state the problem, describe the methods and procedures used, and give the main results or conclusions in a more precise and detailed way than in an annotation, thus meant for the ones who do not have a command of the Latvian language.

If the thesis advisor does not recommend the thesis for defence and refuses to sign it, but the student does not concur with the advisor, the latter can exercise his/ her right to address the Programme Director of Master Studies in a written form asking for the permission to defend the thesis. In such cases the Academic Board of the NDA settles the dispute.

8.2. Reviewing of thesis

Once the thesis is registered at SPCD, it is immediately forwarded to the reviewer. The thesis reviewer is an independent body. The reviewer might be a member of the faculty of NDA, BALTDEF COL or other institution of higher education, or a specialist in the field from NAF or MoD with appropriate educational background. The review should be written in Latvian or English, containing evaluation in 10 grade system. It is the reviewer's obligation to sign the review.

The review contains the evaluation of the structure, size and scope of the thesis, topicality of the topic, its theoretical and practical significance, its compatibility with the stated goals and objectives, the quality of inferences, proposals and suggestions. The review also reflects whether or not the thesis demonstrates mastery of available scholarship in the presentation of an idea, use of terminology and the command of the language. The review should describe whether formatting meets the requirements. Main drawbacks should be pointed out as well as the questions raised after reading the thesis.

The reviewer should submit the review in a written form to TSPS not later than five days before the defence is scheduled. The postgraduate student should be given the opportunity to get acquainted with the review three days prior to the defence of thesis.

In cases when the reviewer scores the work negatively (the score is lower than 4 (fairly satisfactory)), upon the resolution passed by AB (Academic Board) another reviewer, who should be a specialist in the respective field, is authorized to do additional reviewing. If the second review is positive (the score is 4 (fairly satisfactory) or higher), the thesis and the both reviews are submitted to the State Examination Commission. By its very nature, the review is regarded as recommendation.

8.3. Defence of thesis

Defence of Master's thesis is carried out in presence of the State Examination Commission. The State Examination Commission is a body made by the National Armed Forces with the objective to ensure that the final examination, defence of Master's thesis, within the framework of the Professional Master's programme is assessed.

The defence takes place at an open meeting in a face-to face or VTC mode. The thesis advisor, the thesis reviewers, students, faculty members of NDA and BALTEFCOL, and the specialists in the respective fields are eligible to take part in the meeting.

The date for defence is set in accordance with the study plan. Procedure of putting postgraduate students on the list for the final state examination is established by the Academic Board.

Upon entering the room, the student is obliged to produce an identification document (a passport, an employee identity card, driver's license).

Foreign postgraduate students defend their thesis in English, but postgraduate students from Latvia, who have chosen to write the thesis in English, defend them in English. Postgraduate students from Latvia defend their thesis mainly in Latvian, however, when there are representatives from foreign countries in the State Examination Commission, the presentation for defence should be prepared in Latvian and English in case the thesis is defended in Latvian, but

the English version of the presentation is submitted to the members of the State Examination Commission.

The following items should be at the State Examination Commission disposal prior the defence:

- 1) Master's thesis bound in a hard cover containing a signed documentary page;
- 2) The summary of the Master's thesis (6–10 copies);
- 3) A copy of the review in a written form

Procedure of Master's thesis defence:

1. **Postgraduate student's report** – not longer than 10 minutes. Obligatory mode of presentation – a PowerPoint presentation.

Potential content of the presentation:

- 1) Title of the thesis, stating the topicality of the research;
 - 2) The goal of research, hypothesis/research questions, the object and subject of the research, research methods, objectives;
 - 3) Main conclusions of the theoretical part;
 - 4) Results of the practical/ analytical part and their interpretation;
 - 5) Inferences and proposals;
 - 6) Practical significance of the research.
2. **Thesis reviewer's presentation or reading out of the review** – not longer than 5 minutes.
 3. **Author's answers to the questions posed by the thesis reviewer and the participants of the committee**– not longer than 10 minutes.
 4. **Speech by the thesis advisor** – not longer than 3 minutes.
 5. **Author's concluding remarks** – not longer than 3 minutes.

8.4. Assessment of thesis

The committee of the board assesses the quality of the Master's thesis against the following criteria:

- 1) Student's knowledge and skills demonstrated when defending the thesis;
- 2) Thesis reviewer's assessment;
- 3) The quality of student's answers to the questions posed by the committee, and the remarks and questions made in the review;
- 4) Theoretical and practical significance of the thesis;
- 5) Student's ability to carry out research;
- 6) Formatting and layout of the thesis;
- 7) Other aspects related to the objectives of the programme and professional standards. See Appendix 7- Master's thesis assessment criteria (for students to know).

After the defence, the State Examination Commission assesses the Master theses and their defence in a closed meeting.

1. It is authorized to award a grade on condition that there are at least three members of the Commission present at the time of defence (one of the members should be the head of the Commission or the deputy head);

2. The Commission makes the decision on the grade by summing up the grades given by the members of the Commission or by voting. The head of the committee has the deciding vote in cases when the votes are the same.

The results are given in the system of 10 grades in accordance to standards set by the Republic of Latvia („On unified system of registration of assessment of study results”, order No 208, issued by the Ministry of Education and Science of the Republic of Latvia, and ECTS standards (see appendices 8 and 9).

The postgraduate student, who has not sat the final examination or has obtained a lower grade than 5 (satisfactory), is exmatriculated for failure at the final examination.

Postgraduate students, whose work contains plagiarism, are discharged from the defence, and are exmatriculated for failure to take the final examination. It is allowed to take the final exam again, but not sooner than in a year. Master thesis should be written on another topic.

The decision on another chance to sit the final examination is made by the Academic Board on the request by the Master's Program Director. Students, who fail the final exams or fail to sit them, are exmatriculated for failure at the final examination.

After the defence, Master's theses are available for general public in the library on condition that the thesis is scored 7 (good) or above. Other theses are kept in the archive.

9. PROCEDURE OF APPEALING

The student can exercise the right to turn down a member of the State Examination Commission or several members of the Commission in the following cases:

- 1) The ties of kinship up to the third or second degree;
- 2) Breaches of chain of command;
- 3) Direct or indirect interest in student's grade or other circumstances causing reasonable doubt about their objectivity.

Student has the right to hand in a written copy of the application containing a refusal of a member/ s of the Commission within five days after the order about the committee has been issued. The application should be submitted to the SPCD.

A Committee consisting of the Rector of the NDA, Vice-Rector and the Head of the State Examination Commission makes the decision regarding the member of the Commission to be turned down.

The student can exercise the right of appealing within 24 hours after the decision has been announced. Only breaches of the rules and regulations of the procedure of final exams are regarded for appealing.

The staff of the appealing committee is suggested by the commander of the NAF and approved by the MoD. The appealing committee is summoned by the Rector. On condition the appeal is found well- grounded, another date for the final state examination is set for the student. The examination has to take place within a week after the decision is made.

A student, who has failed to defend the thesis, can exercise the right to defend the thesis again at the committee of the final state examination, but not later than three years after the completion of the programme.

10. TERMS AND ABBREVIATIONS

Ex-matriculation – removal of the student's name from the list of current students:

- 1) The student has fulfilled the requirements of the study programme and has obtained a degree;
- 2) The student has fulfilled the requirements of the study programme, but has failed to do the final examination-development of Master thesis and its defence;
- 3) The student has broken internal rules and regulations of the institution;
- 4) Because of student's poor results/ progress;
- 5) Because of student's misdemeanor.

Matriculation – adding the student's name to the list (matricula) of current students

Application – a formal written request for a place at the MA Programme of the National Defence Academy of Latvia.

Full time studies – a study mode involving 40 credit points in an academic year and not less than 40 academic hours weekly study time.

Applicant – a person who has submitted an application for the studies in professional Master's programme

MoD– Ministry of Defence of the Republic of Latvia

DRC – Defence Research Centre of NDA

BALTDEFCOL – Baltic Defence College

ECTS (European Credit Transfer and Accumulation System) – a grading system defined in the ECTS framework by the European Commission is a system for comparing the study attainment and performance of students of higher education across all participating countries of the Bologna Process. ECTS is one of the cornerstones of the Bologna Process. Most participating countries of the Bologna Process have authorized the status of ECTS by higher education legislation of their countries. [*ECTS User's Handbook* (Brussels, February 6, 2009), page 5: available at http://ec.europa.eu/education/lifelong-learning-policy/doc/ects/guide_lv.pdf [Accessed 05/03/2012]].

UN – European Union

JCGSC (Joint Command and General Staff Course) – Joint Command and General Staff Officer Course. The former title of the course was **SSOC (Senior Staff Officer Course)**

CP – a credit point. In Latvia it is defined as a week's full –time study workload. A year's full-time study workload constitutes 40 credit points. To translate the credit points into the ECTS grading scale, the Latvian credit points should be multiplied by 1, 5.

LA –Learning Area

AB – Academic Board

SPCD – Study Planning Counseling Department, NDA

TRADOC – Training and Doctrine Command

TRADOC HQ – Training and Doctrine Command Headquarters


NDA – National Defence Academy

NATO – North Atlantic Treaty Organization

NAF – National Armed Forces

PfP – Partnership for Peace

APPENDICES

	<h2 style="margin: 0;">NATIONAL DEFENCE ACADEMY OF LATVIA</h2>
Fill in the form in block letters, please.	
IDENTITY CODE _____ NAME _____ SURNAME _____ GENDER: female <input type="checkbox"/> male <input type="checkbox"/> <small>* mark the appropriate box with „X”</small> NATIONALITY _____ RANK _____	
CONTACT DETAILS: Place of residence _____ _____ e-mail: _____ telephone: _____	
STATUS: BALTDEFCOL student <input type="checkbox"/> BALTDEFCOL graduate <input type="checkbox"/> Other <input type="checkbox"/> <small>* mark the appropriate box with „X”</small>	
SUBMITTED DOCUMENTS: A copy of the passport <input type="checkbox"/> Curriculum Vitae <input type="checkbox"/> 1 photograph (3x4 cm) <input type="checkbox"/> Copies of documents confirming education received, originals to be produced on request Diploma of Bachelor's degree or higher education <input type="checkbox"/> BALTDEFCOL diploma <input type="checkbox"/> Translation of documents confirming education received to be submitted by foreign applicants <input type="checkbox"/> Recommendations <input type="checkbox"/>	

A research proposal of Master's thesis * mark the appropriate box with „X” <div style="float: right; border: 1px solid black; width: 30px; height: 20px; margin-top: 5px;"></div>	
Applicant's signature _____	Date _____
REMARKS BY THE GOVERNING BODY OF MASTER'S PROFESSIONAL STUDY PROGRAMME	
DECISION: Matriculate _____ Refusal _____	
Documents accepted and checked by _____ <div style="text-align: right;">(name, surname),</div> _____ <div style="text-align: right;">(position)</div>	_____ <div style="text-align: center;">(date)</div> _____ <div style="text-align: center;">(signature)</div>
Programme director _____ <div style="text-align: right;">(signature)</div> Rector _____ <div style="text-align: right;">(signature)</div>	_____ <div style="text-align: center;">(date)</div> _____ <div style="text-align: center;">(date)</div>

Appendix 2
Application form for Master's thesis research

- 1. The research topic of Master's thesis** – title of Master's thesis.
- 2. Topicality of the research and its theoretical and practical significance–.**
- 3. The aim of the study.**
- 4. Hypothesis or research questions.**
- 5. Research method/ s and research base.**
- 6. Review of the bibliography** – the main sources of literature to be referred to in the Master's thesis should be named.
- 7. The submission date and venue of the Master's thesis, applicant's signature and its deciphering.**

____ . ____ . 201 ____.

____ / ____
(applicant's signature) (deciphering of applicant's signature)

Appendix 3
Application form for Master's thesis topic

Title of Master's thesis _____

Title in English _____

Author of the thesis:

Name, surname _____

Student's card number _____

Year of matriculation _____

Contact details:

Telephone _____

E-mail address _____

(venue, date)

(signature of the author of the thesis)

Thesis advisor:

Name, surname _____

Degree _____

Place of work _____

Position _____

Contact details:

Telephone _____

E-mail address _____

(venue, date)

(signature of the thesis advisor)

**NATIONAL DEFENCE ACADEMY OF
LATVIA**

MASTER'S THESIS

**RIGA
201__**

NATIONAL DEFENCE ACADEMY OF LATVIA

Name SURNAME

TITLE

Master's Thesis

Thesis advisor:
degree, rank, position,
name, surname

RIGA 201 ____

Appendix 6

Sample of documentary page of Master's thesis

„I, (Master thesis author's name, surname), hereby confirm that the Master's thesis (title of Master's thesis) is my independent research. All sources of data, definitions and citations are acknowledged appropriately, and only the sources indicated have been used in thesis. The text of this thesis has never been submitted in parts or as a whole to any other committee/ commission and has never been published.”

Author (name, surname)

(author's signature)

I hereby confirm with my signature that I have read the afore mentioned Master's thesis and regard it as **acceptable/ not acceptable** (unnecessary option to be crossed out) for defence at the Master's programme at the National Defence Academy of Latvia.

Thesis advisor _____
(thesis advisor's signature)

Master's thesis submitted to SPCD _____
(date of submission)

Reviewer _____ (no signature required)
(degree, name, surname)

Master's thesis defended at the Master's final examination commission meeting

_____ record No. _____, grade _____
(date of defence)

Secretary _____
(Secretary's signature)

Appendix 7

Master's thesis assessment criteria (for students to know)

Components	Criteria
Topic	Conformity assessment of the topic and requirements for thesis Topicality of theme and its significance
Structure	Conformity assessment of the content in relation to the topic Conformity assessment of the structure and how it meets mandatory requirements
Introduction	Necessary components included/ not included Formulation of topicality of the topic, its novelty, practical significance, aim of research, object and subject of the research, hypothesis/ research question, research methods, limitations of research, the structure
Choice of literature	Choice of sources of literature Review of bibliography is/ is not compiled in accordance with regulations Layout of bibliography Use of references in the text
Methods of research	Justification of the research methods applied Conformity assessment of research methods in relation to hypothesis/ research questions
Language of thesis	The depth of analysis of the literature used Author's angle of vision, independent statements emphasized/ not emphasized. Use of terminology Stylistic qualities of the language, conformity with the spelling norms References to sources of other authors
Inferences and proposals	Conformity assessment of inferences and proposals in relation to the research carried out Confirmation or rejection of hypothesis, answers to research questions
Figures, tables and appendices	Justification of the use in relation to the content Formatting
Length of thesis	Length of thesis meets/ fails to meet the requirements
Formatting	Alignment to methodological requirements Clearness of the text Quality of typesetting
Defence	Presentation made at defence is/ is not proper, structured and focused Findings of the thesis are/ are not presented clearly and logically Necessary terminology is/ is not used Answers to the questions

Appendix 8
Master's thesis assessment system of grades

Degree of acquisition	Grade	Meaning	Approximate ECTS credits
very high	10	with distinction	A
	9	excellent	A
high	8	very good	B
	7	good	C
medium	6	almost good	D
	5	satisfactory	E
	4	almost satisfactory	E/FX
low	3–1	unsatisfactory	Fail

10 (with distinction) – knowledge exceeding the requirements set in the programme, and demonstrating evidence of independent research and in depth understanding of the problem;

9 (excellent) – requirements of the programme are fully met, skills acquired to apply the knowledge independently;

8 (very good) – requirements of the programme are fully met, however, occasionally lacks deeper understanding and the ability to apply the knowledge in tackling complex questions;

7 (good) – requirements of the programme met, however, occasionally there are minor lacks in knowledge;

6 (almost good) – requirements of the programme met, however, occasionally there are major lacks in knowledge, not sufficient enough understanding of questions;

5 (satisfactory) – in general, requirements of the programme met, although, there are several failures to understand important questions evident;

4 (almost satisfactory) – in general, requirements of the programme met, there are several failures to understand important questions and a difficulty to apply the acquired knowledge;

3 (unsatisfactory) – the knowledge acquired on the main problems of the research object is superficial, there is no ability to apply the knowledge;

2 (very weak) – the knowledge acquired on the main problems of the research project is superficial, lack of orientation in other significant problems;

1 (very, very weak) – no understanding of the research problem.

Appendix 9

Components of the programme and credit points/ ECTS credits

Block A (compulsory subjects)		
Course	Credit points	ECTS credits
International Security and Strategy (International Strategic Environment)	2	3
International Security and Strategy (Strategy in the Modern World)	2	3
International Security and Strategy (International Law)	1	1,5
Defence Planning (Resources Planning and Project Management)	2	3
Defence Planning (Defence Policy and Planning; Decision Making Process)	2	3
Defence Planning (Campaign Planning; Crisis Respond)	2	3
Professionalism, Leadership, Ethics and Management (Command and Leadership)	3	4,5
Professionalism, Leadership, Ethics and Management (Media in Modern Democracies and International Military Operations)	1	1,5
Total in block A	15	22,5
Block B (special compulsory subjects)		
Joined Combined Operations (Military Theory)	1	1,5
Joined Combined Operations ('Arms of Service' in Joint Operations)	3	4,5
Joined Combined Operations (Fundamental Principles of NATO Operational Planning Process)	4	6
Joined Combined Operations (Planning of Multinational Joint Task Force Operations; Part one)	3	4,5
Joined Combined Operations (Joint Operations)	3	4,5
Joined Combined Operations (Crisis Respond and Peace Support Operations)	2	3
Joined Combined Operations (Guerilla Warfare and Anti Guerilla Operations)	2	3
Joined Combined Operations (Planning of Multinational Joint Task Force Operations; Part two)	2	3
Joined Combined Operations (Command and Control of Peacekeeping Operations; Operational Level)	3	4,5

Joined Combined Operations (Future Development and Trends of Operational Command and Control)	2	3
Total in Block B	25	37,5
Development and Defence of Master's Thesis		
Seminars– Methodology and Methods of Research	2	3
Submission of Master's Thesis Topic (Research Project)	2	3
Compilation of Bibliography, Analysis of Literature	2	3
Preliminary Defence of Master's Thesis	6	9
Defence of Master's Thesis	8	12
Total	20	30
Development and defence of Master's thesis		
Total	60	90

Appendix 10

Formatting requirements for Master's thesis

Object of formatting	Specifications
Page layout (portrait)	<ol style="list-style-type: none"> 1. 30 mm – for left margins 2. 20 mm – for top, bottom, and right margins
Page layout (landscape)	<ol style="list-style-type: none"> 1. 30 mm – from the edge of the page to be bound 2. 20 mm – for other margins
Text	<ol style="list-style-type: none"> 1. Font – Times New Roman 2. Font size – 12 pt 3. 1, 5 spacing 4. Sides of the text justified 5. Spacing between the paragraphs – 0 6. Indention of the first line of each paragraph – 10 mm 7. Words to be highlighted– in bold
Headings and sub-headings	<p><u>Size, letters, layout</u></p> <ol style="list-style-type: none"> 1. Heading of a section– 18 pt, capital letters, bold, centre 2. Heading of a chapter – 16 pt, small letters, bold, centre 3. Heading of a sub- chapter – 14 pt, small letters, in bold, left side of the page 4. Sub-heading, not- numbered– 12 pt, small letters, on the left side of the page <p><u>Spacing above and below the heading and sub-heading</u></p> <ol style="list-style-type: none"> 1. Above the heading and sub- heading– 10–12 pt 2. Below the heading and sub-heading – 6–10 pt 3. Above and below the subheadings, not- numbered – 0 pt <p><u>Numeration of headings and sub-headings</u></p> <ol style="list-style-type: none"> 1. Numeration of headings of sections – 1. 2. etc. 2. Numeration of headings of chapters – 1.1., 1.2. etc. 3. Numeration of headings of sub-chapters– 1.1.1., 1.1.2. etc. <p><u>Formatting of headings and sub-headings</u></p> <ol style="list-style-type: none"> 1. Font – Times New Roman 2. No underlining, no contracted forms, no full stops at the end of headings or sub-headings
Numeration of headings	<p>No numeration for:</p> <ol style="list-style-type: none"> 1. Contents 2. Annotations 3. Introduction 4. Inferences and suggestions 5. Conclusion 6. Terms and abbreviations 7. List of bibliography 8. Appendices
Figures	<p><u>Captions</u></p> <ol style="list-style-type: none"> 1. Numbered with Arabic numbers in consecutive order 2. Writing under the figure, centred 3. Captions Figure 1, Figure 2, etc. – italic, small letters 4. A full stop at the end of the caption 5. Font size – 12 pt <p><u>Explanatory caption</u></p>

	<ol style="list-style-type: none"> 1. Written under the figure in one line with reference to figure 1, etc., centre 1. Font size– 12 pt., small letters, bold 2. No full stop at the end of the explanatory caption <p><u>Spacing</u></p> <ol style="list-style-type: none"> 1. Between the figure and the text (up) – 12 pt 2. Between the figure and explanatory caption – 6 pt 3. Between the explanatory caption and the text (down) – 12 pt
Tables	<p><u>Captions</u></p> <ol style="list-style-type: none"> 1. Numbered with Arabic numbers in consecutive order throughout the work 2. Writing under the table, centred 3. Captions table 1., table 2., etc. – italic, small letters 4. A full stop at the end of the caption 5. Font size – 12 pt <p><u>Title of the table</u></p> <ol style="list-style-type: none"> 1. Written above the table in one line with reference to table 1, etc. , centre 2. Font size– 12 pt, small letters, bold 3. No full stop at the end of the title of the table <p><u>Spacing</u></p> <ol style="list-style-type: none"> 1. Between the table and the text (up) – 12 pt 2. Between the table and the title of the table – 6 pt 3. Between the table and the text (down) – 12 pt
Text in the table	<ol style="list-style-type: none"> 1. Font size – 11 pt 2. Spacing between lines – 1 3. Left alignment of the text
Formulas	<ol style="list-style-type: none"> 1. Numbered in consecutive order throughout the work 2. Number written in italic, in square brackets on the right side opposite the formula 3. Font size of letters, numbers and symbols – 12 pt 4. Formula centred in the middle of the page 5. A comma at the end of the formula and a word ‘where’ 6. Interpretation of the formula to be written under the formula in a column (down)
References to figures, tables, formulas, appendices, etc. in the text	<ol style="list-style-type: none"> 1. (see Figure 1), (see Formulae 1), (see Appendix 1) or full sentence 2. Formatted as the text of the work
Title page	<ol style="list-style-type: none"> 1. Name of the institution – 16 pt, block letters, bold, centred 2. Name and surname of the author – 20 pt, centred 3. Name – small letters 4. Surname – capital letters 5. Title – 20 pt, capital letters, in bold, centred 6. Master’s thesis – 20 pt, small letters, centred 7. Thesis advisor – 12 pt, on the right side of the page, small letters 8. Thesis advisor’s scientific degree – 12 pt, on the right side of the page, small letters, italic 9. Thesis advisor’s rank, position – 12 pt, on the right side of the page, small letters 10. Thesis advisor’s name and surname – 12 pt, on the right side of the page, small letters 11. Riga – 12 pt, capital letters, bold, centre

	12. 2012 – 12 pt, in bold, centred
Contents	<ol style="list-style-type: none"> 1. Font size – 12 pt 2. Spacing between lines – 1, 5 3. Headings of sections – capital letters 4. Headings of sub-paragraphs – small letters 5. Numeration of parts – 1., 2. etc. 6. Numeration of sections – 1.1., 1.2. etc. 7. Numeration of sub-divisions – 1.1.1., 1.1.2. etc.
Annotation	<ol style="list-style-type: none"> 1. Written in Latvian and English 2. Font size of „Annotation” – 18 pt., capital letters, in bold 3. Annotation to be placed after the title- page
and conclusions	<ol style="list-style-type: none"> 1. Each inference and conclusion to be numbered with Arabic numbers, starting with 1
Title page of appendices Inferences	<ol style="list-style-type: none"> 1. To be written „Appendix”, if there is one appendix, „appendices” – if there are more than one appendix 2. Font size – 18 pt., capital letters, in bold, centred 3. Title page of appendices is not numbered, but it is included in the total number of pages of the Master’s thesis
Numbered appendices	<ol style="list-style-type: none"> 1. Each appendix page to be included in the numeration of the thesis, number of the page to be written at the bottom of the page, centred. 2. All appendices numbered with Arabic numbers consecutively – Appendix 1, Appendix 2, etc. 3. Font size– 12 pt., small letters, to the right of the page 4. The title of the appendix to be written under the appendix, to the right of the page, small letters, in bold 5. Numeration to be started for the figures and tables found in appendices
Summary	<ol style="list-style-type: none"> 1. Page layout – horizontal (landscape) 2. From all sides of the page – 1, 5 cm 3. Times New Roman font 4. Font size – 11 pt 5. Spacing between lines – 1 6. Headings – 11 pt, capital letters, centred 7. Spacing between paragraphs – 6 pt 8. Page divided in two columns 9. Name of the institution– 12 pt., capital letters, in bold, centred 10. Name, surname – 13 pt., centred 11. Name – small letters 12. Surname – small letters 13. Title of the thesis– 14 pt, capital letters, in bold, centred 14. Summary of the Master’s thesis – 12 pt., small letters, centred 15. Postgraduate student – 12 pt., small letters, to the left 16. Signature, date – 10 pt., small letters, to the left 17. Riga – 10 pt, small letters, in bold, centred 18. 2012 – 10 pt, in bold, centred 19. Numeration of columns– 8 pt, at the top of the column, centred in each column, no numeration for the first column of the booklet 20. Each page to be printed on box sides, it looks like a booklet

Appendix 11
Format of Master's thesis abstract

<p style="text-align: center;">4</p> <p style="text-align: center;">End of the abstract.</p>	<p style="text-align: center;">NATIONAL DEFENCE ACADEMY OF LATVIA</p> <p style="text-align: center;">Name, SURNAME</p> <p style="text-align: center;">TOPIC</p> <p style="text-align: center;">Abstract of the thesis</p> <p>Postgraduate student</p> <p style="text-align: right;">(signature, date)</p> <p style="text-align: center;">RIGA 201 ____</p>
<p style="text-align: center;">2</p> <p style="text-align: center;">Beginning of the abstract.</p>	<p style="text-align: center;">3</p> <p style="text-align: center;">Abstract to be continued.</p>