

**MINISTRY OF EDUCATION, CULTURE AND RESEARCH
AMERICAN UNIVERSITY OF MOLDOVA
FACULTY OF BUSINESS AND ECONOMICS**

**GUIDELINESS
for writing and defending Bachelor thesis
for students of the Faculty of Business and Economics**

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of _____
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INTRODUCTION

The purpose of university studies is to equip future specialists with in-depth knowledge in the field of economic sciences. Bachelor studies are finalised with the examination and defence of the Bachelor thesis.

The methodical guidelines are developed for the students of the Faculty of Business and Economics, AUM, based on the Education Code of the Republic of Moldova No. 152 of 17.07.2014, Framework Regulation regarding the holding of the final exam upon completion of the Bachelor studies, 1st cycle (The ME decree of the Republic of Moldova, No.1047 of 29.10.2015), Regulation regarding the organization of higher education studies based on the National System of Study Credits (The ME decree No. 1046 of 29.10.2015).

The guidelines describe common requirements for the elaboration of the Bachelor thesis providing recommendations for choosing the topic, planning the preparation of the thesis, studying the bibliography, collecting and processing the information, writing and editing the thesis. In addition, there are provided indications regarding the defence of the Bachelor thesis and responsibilities of the scientific supervisor.

The Bachelor thesis is an activity foreseen in the curriculum of the specialty, which aims at forming the theoretical and practical research skills, deepening in a certain field of the specialty in order to conduct a consecutive and finite study of a relevant and important issue for the student's professional development.

The Bachelor thesis is written in the last year of studies. The period of elaboration of the Bachelor thesis is preceded by an internship, which aims at consolidating the theoretical knowledge obtained in AUM, selecting the information necessary for the elaboration of the Bachelor thesis and also obtaining the skills in the field of specialization.

The topic of the Bachelor thesis must:

- reflect the problems of greatest theoretical and practical interest in the field of research, being of a particular relevance and major importance for the science and everyday life;
- lead to the capitalization of the accumulated knowledge by the author and achieving their practical application, making personal contribution to solving the practical aspects deriving from the theme;
- facilitate research conditions: possibilities of documentation, elaboration of the practical investigation apparatus, field research, calculations, including statistical, quantitative and qualitative data analysis, etc.

I. GENERAL REQUIREMENTS FOR BACHELOR THESIS

- high theoretical level, the enrichment of issues of studied topic with new scientific elements;
- close link between the theoretical and practical concepts, the use of specific data and their in-depth and multilateral analysis;
- the use of current methods of economic analysis: forecasting, analysis of the decision making process, theoretical, historical and methodical approach;
- individuality in thesis development: use of scientists' works must be done making the references to the respective sources.

In case of plagiarism, the thesis is not accepted for the defence.

a) Student's responsibilities

The student is writing Bachelor thesis independently, under the guidance of a scientific supervisor. The student should keep in mind that it is the author who is responsible for the form and content of Bachelor thesis, the accuracy of data and facts. Moreover, the grade awarded for Bachelor thesis reflects the student's understanding and skills.

In preparing Bachelor thesis the student is responsible for completing all work related to Bachelor thesis writing at the specified time: to select the topic, to choose the supervisor, to properly write, submit and defend Bachelor thesis. In accordance with a calendar plan of actions, the student must maintain regular communication with his supervisor to keep him continuously informed of the progress made in Bachelor thesis.

Bachelor thesis should be consistent with the principles of scientific writing, i.e. analysis of proper scientific literature, theories and models on the theme, presentation of the latest facts and best practices, correct citation of literature and data sources, formulation of reasoned conclusions and evidence-based recommendations. Dishonesty, plagiarism, deliberate distortion of the actual material are not allowed.

b) Supervisor's responsibilities

During the elaboration of the bachelor thesis, each student is assisted / directed by a scientific supervisor. The university professor, associate professor or senior lecturer in specialized departments, a highly qualified scientific researcher from research institutions, as well as a practitioner in the national economy may be appointed in as a supervisor.

Responsibilities of the scientific supervisor:

- examining and approving the plan of the Bachelor thesis;
- consulting the student according to the established schedule, as well as whenever he/she asks, during the working hours;
- providing suggestions on the content of the thesis, including critical remarks and recommendations;
- recommending bibliographic sources on the researched topic;
- implementing periodic monitoring of the progress of work in accordance with the schedule;
- analysing the full content and the final form of the thesis;
- developing a Review based of the final version of the Bachelor thesis, etc.

Since the Bachelor thesis is a personal work of the student, the scientific supervisor assists and supports the student without imposing any ideas unsupported by the student.

At the end of the bachelor thesis, the scientific supervisor analyses the content of the thesis and its correspondence with the requirements of the Guidelines, drawing up a Review stating the positive aspects, but also the objections and shortcomings.

II. STAGES OF THE THESIS ELABORATION AND BASIC REQUIREMENTS

It assumes the preparation, writing and structuring the Bachelor thesis in order to use the time efficiently.

2.1. Selection and approval of the topic of Bachelor thesis

The selection of the topic is a very responsible stage in writing Bachelor thesis because the topic has a significant impact on the future success of the work and its evaluation. Students are given the right to choose the topic of the Bachelor thesis from the list of topics proposed at the department, which is annually approved according to the relevance. However, the title should not repeat the topics or questions in the analytical curriculum of studied subjects. The title must have the elements of scientific research. The topics of the Bachelor thesis on the theoretical and historical issues should be chosen only if the student has already presented them in the scientific circles, delivered reports at scientific conferences, studied the specialized literature and, besides that, examined the concepts provided by different authors.

The research topic is determined in accordance with the cognitive interest of the student and the competences of the scientific supervisor. It should address a problem of social significance and importance, as well as respond to certain "social orders".

The approval of the topic of Bachelor thesis is possible only on the basis of the request written by the student, presented at the department, after which the order should be issued at the faculty (example of request Annex 1).

The approval of the topic and the scientific coordinator is done at the beginning of the academic year. Modification of the topic is allowed just in exceptional cases.

2.2. Selection of information and literature

The student proceeds to the selection of the bibliography as soon as the topic of the thesis is defined. The student selects the necessary bibliographic sources independently, based on course material.

Selection of the bibliography is carried out with the help of the university library, practical base, National Library of the Republic of Moldova, etc.

To have theoretical foundation of the theme, it is necessary to use scientific works of local and foreign researchers. The student has to do references to these scientific works according to the requirements.

References to the used bibliographic sources are made in accordance with the provisions of the standard SM ISO 690:2012 Information and Documentation. "Guidelines for bibliographic references and citations to information resources" (approved by INSM Decision No. 871-ST of 05.04.2012) which specifies guidelines for the preparation of bibliographic references.

The citation used in the text can be given by the sequence number of that reference in the list attached at the end of the paper – [1]. If only parts of the document are quoted, the page number can be given – [1, p.13].

In order to develop the Bachelor thesis, a minimum of 30 bibliographic sources should be reviewed.

The widest use of the bibliographic sources denotes scientific maturity and fundamental documentation on the theme chosen for the study, thus there should be reflected as many sources as possible on each page. The use of quotes and the free exposure of the authors' principal positions in the work should be made with reference to the respective bibliographic source. The presence of references in the work emphasizes its scientific aspect. At the same time, abusive use of literature and foreign ideas reduces the quality of the work, transforming it from creation to a plagiarism product. The collection of the bibliographic sources and quotes must be systematized taking into account the structure of the work plan, which allows deepening and multilateral development of the topic / content.

At the same time, it is necessary to realize that it is not enough to describe what other scientists have discovered or written in your target area. You must critically evaluate the works of other authors.

2.3. Collection and processing of practical material

This is one of the most difficult and responsible stages in preparing the thesis. The quality of the thesis largely depends on the accuracy and scale of selection, analysis and placement of practical material in the text.

The data must be for the last 2-3 years and for the last period of activity.

The data obtained should be systematized and included in tables, diagrams, graphs, which would show the essence of the study in dynamics.

2.4. Structure of the Bachelor thesis

In order to carry out the research, the student, under the supervision of the scientific supervisor, develops a plan of activities. The student's activity plan may be drawn up in accordance with the recommendations for research in socio-humanities field, which provide certain consecutive steps selected from the literature.

The plan should be drawn up according to a timetable of activities, indicating the specific time periods. Each of the planned stages is presented as an activity, which is reflected in the Bachelor thesis.

Practice shows that regardless of the individuality of each author most optimal is the following structure of the paper:

- *contents*
- *introduction*
- *three chapters*
- *conclusions and recommendations*
- *bibliography*
- *Annexes.*

The theoretical part of the Bachelor thesis must contain 1/3 of the entire thesis and the analytical and practical part - 2/3.

The Bachelor thesis must contain the title page, which has a standard form. The title page indicates the educational institution, the faculty and the chair that coordinated the thesis, the author, the topic of the thesis, the supervisor (Annex 2).

The thesis plan reflects the structure, the basic content in a form of summary list of the main problems analysed in the document, mentioning the pages. According to this plan the structure of the thesis is comprised of:

- *introduction*, which has a theoretical, historiographical, methodological and methodical character, reflecting the relevance of the research, the problem, object, purpose of the research, assumptions and objectives of the investigation, conceptual basis, methods, procedures and techniques, steps, experimental basis, key words;
- *3 chapters* in which the content of the thesis is revealed, the results of the theoretical documentation and investigation, arguments of the author, analysis of the research in the field and conclusions for each section are reflected (chapters can be divided into subchapters, paragraphs and sub-paragraphs);
- *a final compartment (conclusion or conclusions and recommendations)*, in which the conclusions are synthesized, the personal contribution to solving the problems is presented, and recommendations are proposed;
- *list of references* reflects the literature consulted in order to develop the thesis, being arranged in a certain sequence: by character, in alphabetical order.

The constituent parts of the Bachelor thesis are mentioned in the contents (introduction, title of chapters and paragraphs, conclusions, bibliography, annexes). The page number is indicated on the right side of each constituent part. In front of chapters and paragraphs titles, their numbers are given: ***chapters are numbered with Roman numerals and the title is written in capital letters, and paragraphs are numbered with Arabian numerals, where the first number signifies the chapter number, the second is the paragraph number*** (Annex 3).

Each chapter should start on a new page and coincides strictly with the name in the table of contents. The numbering of the Arabic numerals is independent for each chapter. ***The next paragraph of the chapter continues after the previous paragraph, leaving 1-2 lines space between them.***

The **introduction** (2-3 pages) must include:

- *Relevance of research;*
- *Research problem;*
- *Research object;*
- *Purpose of the research;*
- *Objectives of the research;*
- *Research hypotheses;*
- *Conceptual basis of research,*
- *Methods, procedures and techniques of research;*
- *Stages of research;*
- *Experimental basis of research;*
- *Key words;*
- *The methodological support, which contains the brief review of the authors indicated in the bibliography and the sources of the practical material;*
- *Structure of the thesis.*

The relevance of research. The sub-section provides author's substantiation of the selection of the topic from theoretical and practical point of view, which contributes to the development in the field, including professional development. It establishes the current character of practical and theoretical research, based on addressing the problem in the literature and the economic reality. There is indicated the relationship between the studied problem and daily problems. The relevance of the research is presented as a deepening of the research subject, revealing all the theoretical aspects related to it and their testing in an experimental research.

The research problem: is formulated in a phrase that reflects the correspondence between the study and the need for the theoretical and practical solution of a specific situation by investigating a particular aspect and finding solutions.

The research object: refers to the theoretical-practical aspect, selected for a more detailed study, which is a phenomenon or process, category or concept, etc.

The purpose of the research: reflects the elucidation of certain peculiarities of the research object, the elaboration of a program of activity or research, the presentation of some relevant conclusions of the study.

Research objectives: are divided into theoretical and practical and involve a summary plan of the research in order to explain the topic chosen for the research - the study of the theoretical aspects, theoretical and practical analysis of some notions, elucidation of some particularities, identification of factors, development of models, elaboration of the research apparatus, highlighting specific results, etc.

Research hypotheses: the hypothetical model of the research, formulated in empirically testable phrases, which reflects the theoretical knowledge of the problem and the relation with own observations. The hypotheses are intended to reflect certain relationships between cause and effect. They are formulated in theses, which aim at empirical testing of the problem chosen for the research.

The conceptual basis of the research: defining the theories, approaches, principles, concepts, models and their authors, resulting from analysis of the literature in the field.

Methods, procedures and techniques of research: they are divided into theoretical (study of bibliographic sources, analyses, syntheses, classifications) and practical (experimental, chosen according to the objectives, statistical - for quantitative-qualitative analysis).

Stages of the research: reflect the consecutive actions of the author of the thesis in order to solve the purpose of the research.

The experimental basis of the research: indication and description of the sample under investigation in accordance with the criteria that are subject to experimental testing. This is only specified in theses with an experimental nature of research.

Key words: basic notions, used according to the problem, object, purpose and objectives of the paper. The notions are presented in alphabetical order, illustrating the skills acquired during the development of the thesis.

The content of the thesis should reflect the knowledge of scientific positioning of the topic and the ability to use them in the analysis of economic processes.

Exposing the results of the theoretical study and practical research is done in 2-3 chapters, which represent the convincing reflection of the activity carried out in order to achieve the objectives proposed in the introductory part. The thesis consists of three chapters, if it reflects the theoretical, practical studies and experimentation. The volume of each compartment is set according to the volume of the work, showing relatively equal proportions.

The Bachelor thesis should span 50 to 60 pages. The volume does not include the Annexes.

Chapter I (theoretical), as a rule, must contain the theoretical basis of the topic. In this chapter the basic economic theories, the legislation that deals with the studied problem and the analysis of the monographs on this topic should be revealed. The content of the text should meet the following requirements:

- to explain the chosen topic, including approaches to the research problem and innovative scientific elements;
- to elucidate the evolution of research, the contribution of different authors, the depth of the problem;
- to highlight the basic concepts that contribute to the understanding of the problem;
- to explain convincingly and logically main ideas, making a synthesis and presenting conclusions.

In Chapter I, in the process of studying and revealing one or other point of view of scientists, the student may face dubious questions that do not have a unique answer in literature.

Mechanical interpretation of the opinions of different authors is not allowed without expressing own point of view. In this case it is possible to list the opinions of different authors, who have different positions and the make a critical evaluation for each of them. At the same time, the author of the thesis must express his own point of view, giving some arguments. The level of the study is appreciated according to the arguments, which contradicts the opinions of other authors and bases student's own opinion.

In Chapter II (analytical), as a rule, the economic activity of the enterprise is analysed; in-depth study of legislation, normative acts and regulations is carried out, etc. Also, the practical material is used. It is important to ensure that practically collected material will be analysed, processed, systematized in the dynamics of the studied events. Practical material must be reflected in tables, graphs and diagrams. They should help the author to draw conclusions and suggestions with practical applicability in economic activity.

In order to carry out the analysis, a number of methods can be used, chosen depending on the topic of the thesis.

Chapter III (practical) describes the recommendations for the improvement and development of a specific field of activity based on the studied topic.

It is recommended to present the *methodological principles and methods of research* at the beginning of the chapter:

- the objective of the practical investigation;
- basic hypothesis;
- description of the sample;
- determination of the stages of the investigation;
- specification of the methods and techniques used (their short description and purpose).

The objective of the experimental investigation reflects the problem, set out in the beginning of the thesis, in full compliance with the general objective of the research. Hypotheses represent a detailing of the general hypothetical model. The sample of the research is described according to the qualitative-quantitative criteria, required by the content of the experimental objectives.

Experimental results are displayed in the following compartments. In order to maintain a sequence and logical exposition of the text, the following structure of compartments is recommended:

- the content of the hypothesis;
- mentioning the method used to verify the hypothesis;
- quantitative description of the research results;
- their qualitative analysis, including the use of mathematical and statistical computation methods;
- conclusions regarding the confirmation or refutation of the hypothesis;
- general conclusions.

Qualitative methodology allows to perceive the whole phenomenon and understand the subject, to interpret his performance as a unique case. The individuals or the situation under investigation are to be selected, while the research questions and hypotheses arise during the study. The most commonly used methods are in-depth interview, semistructured interview, target group discussions.

The application of *quantitative methodology* aims at global generalisations, objectivity and explanation of the phenomena. This involves mathematical, statistical, or numerical analysis of collected or statistical data.

The presentation of research results can be done by means of tables, schemes, graphs, diagrams etc. presented in the text and / or annexes. It is recommended to include in chapters the graphical forms of presenting the relevant material for a succinct and illustrative description of the research results. In annexes, general tables with data, extensive results of statistical calculation, a text or a full description of some less known methods in research practice can be presented. In case when the thesis reflects a formative experiment, in annexes there may be presented the descriptions of activities in form of a general program, plan of each activity, etc.

At the end of each chapter, a concise conclusion is drawn on the problem under consideration.

The conclusions and recommendations (2-3 pages) contain a brief summary of the ideas formulated at the beginning of the investigation, and obtained results:

- a summary of the main ideas set out in the paper;
- demonstrations on the finality of the study in accordance with the proposed object and objectives;
- theoretical and practical conclusions from research;
- suggestions and practical recommendations.

Annexes - the Bachelor thesis is supplemented with annexes.

Practice shows that in order to achieve success in the elaboration of the thesis it is necessary to organize the student's work correctly. During the elaboration of the thesis, the student can deepen the obtained results. A form of deepening is the preparation of a scientific report, dedicated to a subtopic of the paper, and its presentation at scientific conferences. This requires a thorough study, convincing argumentation of the suggestions submitted in the paper.

Requirements for structuring the thesis:

The volume of the thesis (pag.)	Number of chapters	Number of paragraphs	Volume of the introduction and conclusions	Volume of Chapter I	Volume of Chapter II	Volume of Chapter III
50-60	3	2-3 in each chapter	2-3 pages	15-18	17-20	18-22

2.5. Writing the Bachelor thesis

The Bachelor thesis is written on the basis of the plan drafted by the author and approved by the scientific supervisor. After choosing the bibliography and selecting the theoretical material, the first chapter should be written. Based on the practical data and using the chosen method, the current economic situation (internal, external) is analysed. At the end of the second chapter, there should be determined the ways of improving the analysed processes. The thesis must be written in a clear and accessible language, correct scientific and economic terms must be used. Grammatical errors should be excluded, word abbreviation is not allowed, except for known abbreviations.

2.6. Formatting of the Bachelor thesis

	Description
Paper	White, A4 210x297mm format. The text is written on one side of the sheet.
Text	It should be typed on the computer.
Font	Times New Roman characters, letter size - 12
Line spacing	1.5 intervals
Alignment	Both sides (“justified”)
Margins	Left side - 3.0; right - 1.5; top - 2.0; down - 2.0
Page numbering	It is continuous with Arabic numbers on the right (or centre) of the bottom field of the sheet. The title page is not numbered. The numbering starts from Contents with page number - 2.
References and remarks	<p>No less than 20 references. All citations and numeric data used in text from various sources must be endowed with references to where they were taken. References must be indicated in accordance with existing standards, which regulate the bibliographic descriptions of cited works.</p> <p>References to the bibliographic sources will be <i>written in square brackets</i> after the name of the author of each quote by indicating the source order number in the bibliography and the page number quoted. <i>For example, L. Lungu [16, p.24] considers that ...</i></p> <p>References to bibliographic sources may also be written at the end of the sentence, after which a dot is used. <i>For example:</i></p> <p><i>In opinion of Manolescu A., human resources management is differentiated from the management of personnel through some reference elements [11, p. 30].</i></p>

<p>Tables</p>	<p>Each table has a name that reveals the basic content of the illustrated material, as well as the object and the time period. Tables should be presented in accordance with the following requirements:</p> <ul style="list-style-type: none"> • table number and title (explanation), eg: Table 1; • the number and title of the table are placed above the table; • if the table is retrieved from another scientific work, the table's title and number will indicate its source in square brackets (Annex 4). <p>Example: Table 1. The difference between human resource management and personnel management [27, p. 29]</p> <p>Or: Table 1. The difference between human resource management and personnel management [elaborated by the author]</p> <p>In the text, the reference to the table is made by indicating, for example: Table 1. (see Table 1)</p> <p>Large tables, containing informative data and unprocessed data, should be presented in annexes, which are numbered separately.</p>
<p>Figures</p>	<p>The visualization, argumentation of the analysed points in the paper, their assimilation and understanding are obtained with the use of diagrams, schemes, graphs.</p> <p>Figures shall be presented in accordance with the following requirements:</p> <ul style="list-style-type: none"> • any type of illustration such as graphics, maps, photos, drawings, etc. bears the name of "figure"; • numbering of the figures, according to eg. - Figure 1 is placed below them; • if the figure or the data, that was used to construct the chart, were taken from some source, the source of the data must be mentioned (Annex 5). <p>Each of the graphic model has its numbering, and it is written: if the figure is in the Annex: Fig. 3.5. (first digit - Annex number, second digit – number of figure) and then the name of the figure. The reference to them in the text is as follows: Fig. A 3.5. or (see Fig. A 3.5.)</p>

According to the existing editing rules of scientific works, in the text it is not allowed to use the personal name and the verb in the first person, the content is usually written in third person. For example, instead of the expressions "I consider", "in our opinion" etc., it is recommended to use the expressions: "the author considers", "it is correct", "in author's opinion".

The **bibliography** is included at the end of the thesis; it contains the list of literature used in the elaboration of the thesis, cited according to the established rules.

The bibliography of the Bachelor thesis includes *at least 20 bibliographic sources*.

Each source is indicated in the bibliography according to the data on the title page of the publishing house: the surname and first name of the author, the title of monograph, brochure, city, publisher name, year of publication, page number, ISBN. When using scientific works from conference proceedings, articles in magazines and newspapers, there should be indicated the surname and initials of the author, the name of the article, title of journal/conference proceedings, the source number according to the title page (name, year, number, city), followed by the number of pages (the beginning and the end of the article) and ISSN.

The sources used in the Bachelor thesis are indicated in the following order:

- *Legislative acts, government decisions (in chronological order)*.

- *Methodological instructions and materials (in chronological order).*
- *Monographs, articles, textbooks (in alphabetical order).*
- *Statistical and practical sources (in chronological order).*

Example of bibliography editing is presented in Annex 6.

Annexes in form of tables with size of a full page, forms of evidence supplemented with indicators, large format schemes, and others are attached in order in which they appear in the text. Each Annex has a number (Annex 1), indicated at the top right of the page, and a title that reveals the content.

III. PREPARATION FOR THE THESIS DEFENCE

The head of the department, based on the Bachelor's thesis and the supervisor's review of thesis (Annex 8), decides the admission of the student to the thesis defence. If the head of the department does not allow the student to defend the thesis, this question is decided at the department meeting with the presence of the student and the scientific supervisor. The decision of the department should be submitted to the dean office.

The final stage of the Bachelor thesis is its defence in front of the Licentiate Examination Commission.

The defence of Bachelor thesis takes place within the university.

The scientific coordinator must be present at the defence.

The student must prepare for the defence in advance. The speech (report, introduction, illustrative material) must be coordinated with the supervisor. It is preferably for the student to reveal the content of his work freely, without reading the paper, by using the ***PowerPoint*** program.

In order to reveal the content of the thesis, conclusions and suggestions, the student has ***10-12 minutes***. In this period of time, he/she must:

- name the title of the thesis;
- state the relevance of the topic;
- clearly show the purpose of the study;
- characterize the object of the thesis and list research methods;
- describe the content of each chapter, thus revealing the essential content of the work;
- expose conclusions and suggestions.

The student should not stop at exposing the theoretical material, positions and opinions from the textbooks, but only briefly present the economic content of the studied phenomenon, compare opinions on this question, stop at dubious positions. Particular attention should be paid to the analytical part of the thesis, the justification of conclusions and recommendations. To do this, it is needed to use tables, charts, schemes (at least 2 tables in Power Point). The student should present all this information in up to 10 slides.

After revealing the content of the Bachelor thesis, the student answers the questions given by the members of the Licentiate Examination Commission. Student can use his work when preparing to answer questions. The correctness and depth of the answers influences the grade that the student will receive for the Bachelor thesis.

After student's speech, the supervisor's review of thesis should be read, and the scientific supervisor can also characterize the student. The evaluation of the quality of the Bachelor thesis and its defence by the student is made by the commission taking into account the scientific coordinator thesis review. Here the level of theoretical, scientific and practical preparation of the student is taken into account.

The Bachelor thesis is graded according to the regulation. In case of an unsatisfactory grade, the Bachelor thesis is not considered to pass the defence and the Bachelor degree is not issued to the student.

IV. EVALUATION CRITERIA

Grade	Description
<p style="text-align: center;">10 Excellent</p>	<ul style="list-style-type: none"> a) the Bachelor thesis has ample content and complex study, contains theoretical and practical suggestions, it is edited correctly, the defence is accompanied by illustrative material; b) the review contains no objections; c) the student has given his / her own opinion on the studied issue; d) student defences the thesis without reading the prepared text and makes the content clear; e) react quickly and summarize the idea when answering questions, proving skills to use the theoretical and practical knowledge; f) does not commit errors of thought and logical expression of the answer.
<p style="text-align: center;">9 Very good</p>	<ul style="list-style-type: none"> a) the Bachelor thesis has complex content, it contains theoretical and practical suggestions, it is edited correctly, the defence is accompanied by illustrative material; b) the review contains no objections; c) the student has given his / her own opinion on the studied issue; d) the student defences the thesis without reading the prepared text and makes the content clear; e) the student does not answer some questions; f) commit non-essential errors of thought and logical expression when giving the answer.
<p style="text-align: center;">8 Good</p>	<ul style="list-style-type: none"> a) the Bachelor thesis has complex content, it contains theoretical and practical suggestions, it is edited correctly, the defence is accompanied by illustrative material; b) the review contains no objections; c) the student has given his / her own opinion on the studied issue; d) student defences the thesis using the prepared text; e) the student briefly expounds his / her idea when answering questions but commits inaccuracies; f) commits two errors of logical thinking and logical expression of the answer.

<p style="text-align: center;">7 Average</p>	<p>a) the Bachelor thesis has complex content, it contains theoretical and practical suggestions, it is edited correctly, the defence is not accompanied by illustrative material;</p> <p>b) the review does not contain any essential objections;</p> <p>c) the student defences the thesis by reading the prepared text;</p> <p>d) the student briefly expounds his/her idea when answering questions but commits inaccuracies;</p> <p>e) commits three errors of logical thinking and logical expression of the answer.</p>
<p style="text-align: center;">6 Satisfactory</p>	<p>a) the Bachelor thesis has complex content, it contains theoretical and practical suggestions, it is edited correctly, the defence is not accompanied by illustrative material;</p> <p>b) the review contains observations;</p> <p>c) the student defences the thesis by reading the prepared text and committing errors;</p> <p>d) the student does not succinctly expose his / her idea when answering questions, showing the poor learning of the material;</p> <p>e) makes four errors of thought and logical expression of the answer.</p>
<p style="text-align: center;">5 Weak</p>	<p>a) the Bachelor thesis has complex content, it contains theoretical and practical suggestions, it is not edited quite correctly, the defence is not accompanied by illustrative material;</p> <p>b) the review contains essential remarks;</p> <p>c) the student defences the thesis by reading the prepared text and commits essential errors;</p> <p>d) the student does not succinctly expose his / her idea when answering questions, showing the poor learning of the material.</p>
<p style="text-align: center;">4, 3, 2, 1 Unsatisfactory</p>	<p>a) the content of the thesis does not reveal the subject of the paper, the drafting does not correspond to the requirements, the defence is not accompanied by illustrative material;</p> <p>b) the review contains essential remarks;</p> <p>c) the student defences the thesis by reading the prepared text and commits essential errors;</p> <p>d) the student cannot express himself/herself to answer questions, showing the poor learning of the material.</p>

To the student's attention:

- for the inconsistency of the graphic presentation of the Bachelor thesis with the methodical guidelines, the grade is reduced by 2 points
- the Bachelor thesis is presented in printed form and electronic version.

V. SHARE OF EVALUATION CRITERIA OF BACHELOR THESIS/PROJECTS IN CALCULATING FINAL GRADE

The Bachelor thesis evaluates the competencies of the graduates to carry out research, to apply the theoretical knowledge in the process of developing practical solutions specific to the field of professional training or the implementation of the case studies. Prior defence of the Bachelor thesis is organized at least 30 days before the Bachelor session. At this stage, the student presents 80% of the work done and is admitted for the final evaluation. The weight of each criterion in the calculation of the final grade will be determined by the Department, taking into account the Licentiate Assessment Grid. The final grade is calculated as an arithmetic mean of the grades attributed by each of the members of the committee. The results of the thesis evaluation are expressed in grades from "1" to "10", according to the scoring scale, with the minimum mark required to pass the defence - "5". The student has the right to contest the results of the thesis evaluation. Any complaints may be submitted in writing to the secretariat of the faculty within 24 hours of the communication / display of the results. Complaints are resolved within 24 hours by the Bachelor thesis evaluation commission. If the student did not defend the thesis in the established session or was not present at the defence, he/she has the right to defend it repeatedly, not more than twice in the following years, with the candidate's assumption of the examination expenses established by the institution. At the second defence, the student should ask for a reconfirmation or modification of the topic of the thesis.

VI. EVALUATION CRITERIAS OF BACHELOR THESIS/PROJECTS IN CALCULATION OF THE FINAL GRADE

Nr.	EVALUATION CRITERIAS	SCORE
1.	The actuality of the topic	Up to 1 point
2.	The quality of scientific substantiation	Up to 1 point
3.	Achievement of research goals	Up to 1 point
4.	Quality / Complexity of the study	Up to 2 points
5.	The practical relevance of the study	Up to 2.5 points
6.	Quality of presentation (readability, graphics, eloquence)	Up to 1.5 points
7.	The technical aspect	Up to 1 point

VII. RESPONSIBILITY CONCERNING THE ORIGINALITY OF THE BACHELOR THESIS CONTENT

In order to ensure the quality and counteraction of plagiarism, according to the provisions of the Education Code of the Republic of Moldova, no. 152 of 17.07.2014, of the Code of Science and Innovation of the Republic of Moldova no. 259-XV of 15.07.2004, the Law on Copyright and Related Rights of the Republic of Moldova no. 139 of 02.07.2010, the Government Decision of the Republic of Moldova no. 880 of 22.11.2012 on the National

Strategy in the field of intellectual property until 2020, the author of the thesis signs the declaration of originality of the Bachelor thesis (Annex 7), which he/she attaches at the end of the thesis.

Notes and specifications.

1. The volume of the Bachelor thesis should be 50-60 pages.
2. The thesis must be presented in a neat, covered form: the aesthetic part of the work is no less important than its content.
3. The thesis is presented in electronic form on CD, 2 weeks before the defence, to be checked (including anti-plagiarism program).
4. A copy of the thesis is submitted to the department in the final form, covered, 7 days before the thesis defence.
5. The thesis is accompanied by the review of the scientific supervisor.
6. The research carried out within the thesis may be the subject of communications at scientific symposiums and conferences, publications.

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FACULTY OF BUSINESS AND ECONOMICS

APPLICATION FOR APPROVAL OF BACHELOR THESIS TOPIC

Student's name _____

Address _____

Phone _____, Email _____

Specialty _____

Kindly ask you to approve following **Bachelor Thesis** topic:

RO _____

ENG _____

I hereby declare that I am informed with all the conditions for the elaboration of the Bachelor thesis and I know that it is necessary to coordinate the Bachelor thesis plan with the scientific supervisor within a week after the registration of the topic. Further consultations will take place no less than once every two weeks. The thesis will be finalised 80% (typed) on April 15, 2019 for prior defence.

I am aware that I will not be admitted to the Bachelor thesis defence in case of non-fulfilment of the obligations to elaborate the Bachelor thesis.

Date _____ 201__

signature

Dean of the Faculty of Business and Economics
Deleu Corina, dr., conf.univ.

signature

Scientific supervisor _____

signature

**MINISTRY OF EDUCATION, CULTURE AND RESEARCH
OF THE REPUBLIC OF MOLDOVA
AMERICAN UNIVERSITY OF MOLDOVA
FACULTY OF BUSINESS AND ECONOMICS**

BACHELOR THESIS

(character 14, Bold, centered)

TITLE

(character 16, Bold, centered)

*Student: Xxxxxx Xxxxxxx, IIIrd year,
speciality XXXXXXXXXXXXX*

*Scientific supervisor: XXXXXXXX XXXXXXXX,
Position, academic degree*

*Admitted for defence
Head of the Department „XXXXX”*

*conf. univ., dr. XXXXXXXX XXXXXXXXX
” ” _____ 201_*

Chisinau - 2019

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II. ANALYSIS OF THE ACTIVITY OF „X”

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2.2. The analysis of the main economic and financial indicators of „X”

III. MANAGEMENT OF ORGANIZATIONAL CHANGES - CONDITION FOR THE DEVELOPMENT OF THE ENTERPRISE

3.1. Planning organizational changes within the enterprise

3.2. Possibilities to implement organizational changes within the enterprise

"X" by analysing attitudes towards personnel change

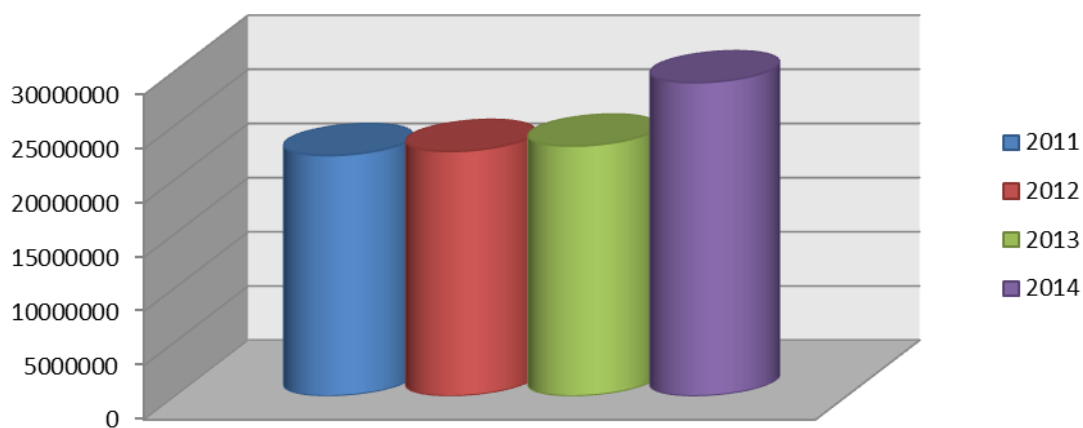
CONCLUSIONS AND RECOMMENDATIONS

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ANNEXES

Table 1. Dynamics of the profitability indicators of S.A. “XXXXXXXXX” [15]

Indicators	2015, %	2016, %	2017, %	2018, %	Deviation (+, -) 2018 compared to		
					2015	2016	2017
1. Gross profit ratio	37.1	36.2	36.8	38.8	1.7	2.6	2.00
2. Net profit ratio	4.8	11.1	12.2	13.8	9.0	2.7	1.6

**Figure 1. Dynamics of the turnover of S.A. “XXXXXXXXXX” (Lei) [15]**

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Declaration of originality*

Student's name _____
graduate of the American University of Moldova, Faculty of Business and Economics,
specialty _____,
2018-2019 promotion, declare under my own responsibility that the Bachelor thesis entitled:

_____,
elaborated under the supervision of _____,
is my own original work and I entirely assume its content.

I declare that I have not plagiarized any other Bachelor thesis, monographs, articles, etc., published or posted on the Internet; all bibliographic sources used for the elaboration of the Bachelor thesis are mentioned in its content.

Also I declare that I agree my Bachelor thesis to be verified by any legal means, and accept the introduction of its content in a database for this purpose.

Date _____

Student signature _____

* The declaration will be completed by the graduate with a pen with blue ink and will be attached at the end of the student thesis.

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REVIEW
of the Bachelor thesis

developed by the student _____
gr. _____, speciality _____,

Regarding the content of the thesis, we propose the following assessments:

No.	Evaluation criteria	Qualification			
		Unsatisfactory	Satisfactory	Good	Very good
1.	Structure of the thesis: conceptual coherence and the way of presentation				
2.	Theoretical approach to the topic				
3.	Transposing the issue into a practical application				
4.	Diversity, timeliness and quality of bibliographic resources				
5.	Personal contribution of the author				
6.	Concurrence of the thesis with the provisions the Guideliness				
7.	Relevance of conclusions and recommendations				

Additional comments:

In conclusion, we believe that the bachelor thesis meets / does not meet (to highlight) the conditions to be defended in front of the Licentiate Examination Commission.

Scientific supervisor: _____ // _____
(signature, surname, first name, scientific and scientific-didactic title)