Elaboration of digital methodological-didactic recommendations and study materials for doctoral students in the field of soft skills

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Elaboration of digital methodological-didactic recommendations and study materials for doctoral students in the field of soft skills

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The innovation of the concept and curriculum of doctoral study programs and increasing their effectiveness, 2021-1-SK01-KA220-HED-000022917

FOREWORD

The present publication represents a continuation of the initials phases of the Erasmus+ project titled *"The innovation of the concept and curriculum of doctoral study programs and increasing their effectiveness, 2021-1-SK01-KA220-HED-000022917."* The first stage of the project resulted in the first intellectual output, which analyzed the strengths and weaknesses of doctoral studies and identified ways to provide optimal support to doctoral students at all participating universities. In the first phase of the project, the strengths and weaknesses of doctoral studies were analyzed and ways of optimizing and supporting doctoral students from all participating universities. In the second, a series of methodological-didactic recommendations and study material were ellaborated for doctoral students in the field of hard skills.

The project members, university teachers from the University of Sts. Cyril and Methodius in Trnava (Slovakia), Masaryk University in Brno (Czech Republic), and the University of Granada (Spain), has selected four different modules for the development of the third intellectual results of the project, which correspond to the field of soft skills, aimed at providing doctoral students with the necessary tools to carry out better research and to be able to show their results to the university community in a more efficient way.

The modules included in this publication are the following:

- How to write an application to a grant project?
- How to carry out project management?
- How to write a scientific text and present it successfully?
- Where to look for relevant sources and how to work with bibliography?

Each module consists of a method sheet and a presentation, which includes basic information about the module, theoretical material and suggestions for improving skills in each of the subjects analyzed. In addition, a bibliographic list is included so that doctoral students can work with relevant theoretical resources in each of the modules.

The results presented in the third stage of the project are prepared under the experience of expert professors in the field and especially designed for doctoral students who look for ways to improve their results and ways to transmit them.

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The innovation of the concept and curriculum of doctoral study programs and increasing their effectiveness, 2021-1-SK01-KA220-HED-000022917

HOW TO WRITE AN APPLICATION TO A GRANT PROJECT?

Module No. 1 of the intellectual result No. 3

Module objectives:

- ✓ explain the fundamental concepts of grant writing;
- ✓ present the primary phases involved in writing a grant project application;
- ✓ describe the standard structure of an application;
- ✓ characterize the key components of an application;
- ✓ offer specific guidelines for composing the major sections of an application;
- ✓ provide general recommendations on writing a grant project development application that can gain approval, secure funding, and lead to successful implementation.

Module content:

Methodological instructions for working with the text of the module:

The module is designed as a presentation that can be used both as source material for a lecture and as a text for independent study.

This module offers general advice on crafting grant proposals that align with the requirements of various grantmakers. However, please note that this advice cannot replace tailored guidance that matches the specific requirements of individual grantors. The guidance provided in this module can and should be customized based on the project's nature and the intended grantmaker. The aim of the tips within this module is not to prescribe exactly what to write but rather to guide you on how to structure a grant proposal in a way that steers clear of common mistakes and pitfalls.

Recommended literature on the topic of the module:

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BURKE SMITH, N., TREMOR, J.: *The Everything Grant Writing Book: Create the perfect proposal to raise the funds you need.* Everything, 2003, 336 p.

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ГРИН, Ч. Т., ГРИН, И. К.: *Как составить успешный проект? Шаг за шагом.* [онлайн] Рига: NGO Centrs-Riga, 1997, 78 с. Доступ: https://studfile.net/preview/15120744/.

МЭЙХЕН, М.: *Пособие по составлению заявок на гранты.* М.: Посольство США, 2001. 144 с.

СТАЦЕНКО, М. Е., ДОЛЕЦКИЙ, А. Н.: *Внебюджетное финансирование научноисследовательской работы в ВолгГМУ.* Волгоград: Волгоградский государственный медицинский университет, 2013, 42 с.

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Как написать эффективную проектную заявку. [онлайн]. Доступ: https://umc38.ru/wp-content/uploads/2016/02/Kak-napisat-effektivnuyu-proektnuyu-zayavku.pdf
Как правильно составить заявку на грантовый конкурс. [онлайн]. Доступ: https://umc38.ru/wp-content/uploads/2016/02/Kak-pravilno-sostavit-zayavku-na-grantovyj-konkurs.pdf
https://belnko.ru/catalog/grant/
Pravidla pro mezinárodní grantové projekty hodnocené na principu Lead Agency (LA GRANTY) – 2022. Доступ: https://gacr.cz/wp-content/uploads/2021/02/Pravidla-LA-2022-GACR-Lead-Agency.pdf

HOW TO WRITE AN APPLICATION TO A GRANT PROJECT?

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Module content

1 Basic concepts

A grant:

- is provided by a legal entity or an individual to another legal entity or individual for the purpose of undertaking specific projects (e.g., research) or advancing education;
- takes the form of a specific sum of money, which does not need to be repaid;
- does not typically entail direct involvement or intervention by the grantor in the project.

Types of grants:

- **categorized by the grant provider** (such as public foundations and programs, private foundations, corporate foundations, etc.);
- **classified based on the grant recipient** (individual grants and grants for organizations, schools, research centers, etc.);
- **distinguished by the project's purpose** (research grants, publication grants, travel or internship grants, grants for enhancing or innovating academic and training programs, domestic or international study, facilities development, etc.);
- **differentiated by the funding amount** (small grants, large grants);
- **separated by grant duration** (short-term and long-term grants).

Donor or **grantor:** An individual or organization that allocates funds and reviews grant applications independently or with the assistance of specialists through a competitive process.

Applicant: An individual or organization that submits a grant application.

Beneficiary: The recipient of a grant.

Grant Writing: The process of crafting and designing a grant project proposal to secure grant funding.

Project/Grant Application:

- a written project description prepared in compliance with the grantor's guidelines;
- a formal request for financial support;
- the key instrument in effectively securing foundation funding for projects.

Writing an Application:

- a multifaceted endeavor;
- a process that entails research, discussion, and learning from previous experiences;
- demands a degree of knowledge and practical experience.

Important to note:

- We won't be the sole applicants seeking grant support; therefore, it's crucial to **allocate ample time and attention to crafting the application.**

2 Phases of application writing

- the preparatory phase of the application;
- drafting the application itself;
- editing the application.

2.1 Preparatory phase of application writing

The Preparatory Phase involves the following steps:

- defining the project's nature and establishing clear objectives;
- providing a comprehensive overview of your organization, including its experience, history, and team;
- identifying potential grant schemes and organizations, and conducting an analysis that includes their history, requirements, funding amounts, necessary guarantees, and the type of project monitoring and results assessment;
- reviewing the specific conditions of the chosen grant scheme(s);
- deliberating the prerequisites for achieving the grant's objectives and assessing potential risks;
- making the final decision regarding the application's preparation.

It is essential to understand our identity, our goals, and the beneficiaries we aim to serve.

To achieve this, we should take into account the following considerations:

- the characteristics of our organization or ourselves as individuals;
- the project's objectives, goals, and the issue it aims to address;
- the demographic groups and geographical areas impacted by the project;
- the available prerequisites and those required for problem-solving;
- the project's nature (e.g., domestic, international, governmental, corporate, etc.);
- the project's expected duration;
- the budget necessary for project implementation;
- the compatibility of selected grant schemes with the project's nature.

Recommendations for the preparatory phase

It is advisable to:

- proactively research available grant schemes and monitor their announcements and application deadlines (consider analyzing a minimum of three potential grants);
- examine past projects that have received funding from the same grant provider;
- verify that the proposed project aligns with current demand and addresses genuine needs;
- commence the application preparation process well in advance;
- utilize brainstorming sessions to initially formulate goals and project plans;
- seek expert consultation rather than working independently;
- maintain open communication with the grant coordinator, as assistance or additional information may be required at any stage;
- subject the application to review with the assistance of an opponent or peer.

2.2 Writing the application

There are various types of project proposals:

Letter proposal:

- a brief document, typically comprising 1 to 5 pages;
- contains a succinct overview of the project's purpose, significance, and intended outcomes;
- often favored by private foundations and corporations.

Full proposal:

- can be extensive, ranging from 10 to 100 pages in length;
- typically expected from organizations seeking funding from government foundations.

List of additional materials (if required):

- this may include CVs, letters of support from other organizations, financial documentation, and more.

Application structure

The central document in grant writing is the **full application**.

The application's structure is dictated by the funding organization's requirements, which are contingent on the project's nature. Most organizations establish **their unique application format and often have specific**, sometimes highly detailed, application **prerequisites**.

Therefore, the initial step is to comprehensively ascertain all the stipulated requirements and conditions that must be addressed within the application. Non-compliance with these application guidelines may lead to rejection of the application.

Typically, a comprehensive application comprises (in varying order) the following components:

- cover page (including the project title, details of the submitting entity, etc.);
- project/application content;
- summary (providing a brief overview of the application's essence and project objectives);
- introduction (identifying the rationale behind the project's development);
- problem identification;
- project goals and objectives;
- methodology and project implementation schedule;
- anticipated results;
- project monitoring, summation, and evaluation;
- budget;
- final details (date, applicant's or responsible person's signature, etc.);
- appendices.

Cover page

The cover page serves as the project application's front page and business card.

Typically, it includes the following details:

- date;
- project name;
- project location;
- name, address, and contact information of the applicant or their representative (organization or individual);
- names of project partners participating in its execution;
- name of the funding organization to which the proposal is directed;
- any additional information as requested;
- these revisions enhance clarity and readability while maintaining the original content.

Recommendations for crafting a cover page

It is advisable to:

- give careful consideration to the choice of the project title; overly lengthy or excessively generic titles may fail to convey the project's essence adequately;
- aim for a project title that is sufficiently captivating (it can often be devised last, once all project aspects are thoroughly planned);
- avoid the use of obscure terms and abbreviations within the title;
- minimize the inclusion of convoluted terminology whenever possible; for instance, *"Ecological justification of the societal threat posed by phytocenosis biodiversity disturbance resulting from the use of commercial bioinsecticides."*

Content

It is recommended to position the table of contents at either the beginning or end of the proposal, unless stipulated otherwise by the grantor's guidelines. This placement enables readers to easily locate pertinent sections within the document.

Additionally, careful attention should be given to its graphical presentation and structural organization.

Summary

The executive summary serves as a project spotlight, potentially influencing whether the grantmaker's representative delves into the complete application.

The specific content of the executive summary is typically defined by the grantmaker.

However, an executive summary commonly incorporates the following elements:

- problem statemen;
- project objectives;
- names of the implementing organizations;
- principal project activities;
- overall project budget.

Recommendations for composing an executive summary

It is advisable to craft an executive summary once the pertinent project/application components are in position and have been comprehensively developed.

For smaller projects, the summary can be succinct, comprising as little as 10 lines. In contrast, larger projects may necessitate a more extensive executive summary, extending up to two pages.

Introduction

The introduction provides **a comprehensive introduction of the grantmaker to our organization.**

We strongly recommend incorporating the following elements:

- the scope and objectives of our organization and its partners;
- a profile of our organization, including its defining characteristics;
- the establishment date of our organization;
- any notable honors and awards received, if applicable;
- demonstrated successful projects we have executed;
- an overview of our team;
- sources of funding.

Recommendations for crafting an introduction

Funding applications depend not only on the quality of the application itself but also on the reputation of our organization. Therefore, it is imperative to **present our organization in the most favorable light** and accentuate those attributes that facilitate project execution (such as experience and the outcomes of previous projects).

In instances where our experience may be limited, it is advisable to engage a more experienced partner.

Description of the identified problem

In this section, it is essential to:

- clearly define the problem;
- Reveal the extent of its impact and consequences;
- outline the specific target group that will be the primary focus of the project's intended actions and activities;
- elaborate on the advantages that a successful problem-solving approach can bring.

The objective of this section is to underscore our project's distinctive contribution to addressing the identified problem.

The key question to address here is: *How will we allocate the funds?*

Recommendations for writing a description of the identified problem

It is advisable to:

- acknowledge that other organizations are also addressing this issue;
- steer clear of vague or general information;
- present precise data obtained from analyses conducted during the project planning phase;
- ensure that the narrative is fact-based rather than emotional;
- provide an accurate depiction of the adverse consequences associated with the as-yet-unresolved problem;
- additionally, consider including a substantial volume of pertinent data in an appendix.

Aims and objectives of the project

The project's goal is to resolve the identified problem and realize the anticipated benefits associated with its successful resolution.

Objectives comprise a set of precisely defined individual steps that culminate in the expected project outcomes. These objectives should be clear, specific, and concrete.

The resolution of a series of logically sequenced tasks should ultimately lead to the attainment of the project's overarching goal(s).

Recommendations for defining project goals and objectives

It is advisable to:

- select attainable goals, recognizing that addressing all global issues within a single project is unfeasible;
- articulate a singular primary goal, with secondary objectives aligning with and supporting it;
- establish a transparent hierarchy distinguishing between the principal and secondary objectives;
- bear in mind that the attainment of objectives may not always be quantifiable with measurable metrics. Therefore, it is prudent to formulate specific objectives that are both verifiable and measurable.

Methodology and project implementation timeline

Within this section, the proposed project's development takes on its most tangible shape.

The section should encompass explicit descriptions of the **methods** we intend to employ in achieving our objectives. Justification for the selection of these methods, along with their significance in realizing the project's overarching goal, is appropriate.

The project **timeline** represents a chronological arrangement of scheduled tasks and activities. It should be meticulously constructed, considering both deadlines and the conclusion dates of individual project development stages.

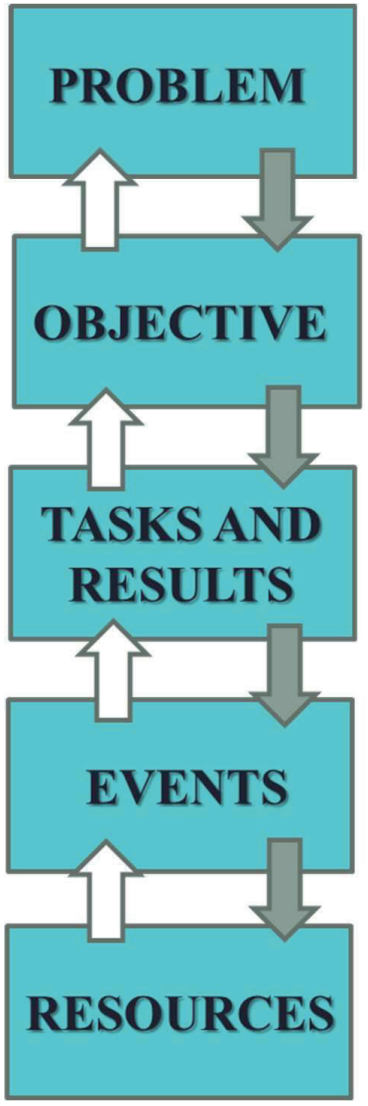
Recommendations for methodology and project implementation timetable

It is advisable to:

- avoid compiling a list of methods without clearly articulated justifications for their selection and application;
- ensure that the chosen methods align seamlessly with the project's objectives and goals. **Every aspect of the project**, including goals and objectives, methods, outcomes, and budget, **should be intricately interconnected** (refer to Figure 1);
- establish a time schedule that considers the labor intensity of individual project development stages and present it in a visual format.

Figure 1: Interrelation of Project Components

The downward-pointing arrows illustrate the logical sequence for formulating the project components, while the upward-pointing arrows represent the sequence for its implementation.



Expected results

Within this section of the application, we aim to enumerate, to the greatest extent possible, the anticipated outcomes that the project endeavors to realize.

These expected results encompass both the tasks accomplished and the associated benefits.

It is advisable to:

- strive for quantifiable results whenever feasible;
- recognize that the attained results may yield ongoing benefits, extending beyond an initial timeframe;
- these revisions enhance clarity and readability while maintaining the original content.

Summation and evaluation (project monitoring)

In this section, we delineate the methodology for assessing the attainment or non-attainment of our objectives.

It is advisable to:

- specify the evaluation tools to be employed (such as tests, questionnaires, interviews, observations, measurements, etc.);
- identify the responsible parties tasked with project evaluation and monitoring, along with the designated monitoring intervals;
- consider the practical impact, i.e., the tangible influence on a specific sphere, region, or target group, particularly if the research's nature and defined objectives do not permit the planning of specific metrics for assessing the quality of results.

Budget

The project budget stands as **one of the application's pivotal sections** and undergoes careful scrutiny by each expert.

Typically, the budget description accentuates the following elements:

- compensation for the labor of all project participants (including administrators, etc.), encompassing all related taxes and insurance;
- significant direct expenses (such as rental of facilities, equipment, transportation, translation, proofreading, printing, etc.);
- indirect expenses (comprising administrative costs, communication expenses like telephone and postage, travel expenditures, duties, and fees, etc.).

The budget should offer a comprehensive breakdown of:

- all projected costs and expenditures (as outlined above);
- the overall project cost;
- the availability and amount of internal funds (or other sources of funding) and anticipated income (if applicable).

Recommendations for budget preparation

It is advisable to:

- offer an exceptionally detailed cost and revenue analysis;
- eschew ambiguous categorizations, such as "other" or overly broad terms like "equipment.";
- account for expenses associated with project discovery and promotion;
- incorporate all applicable taxes, duties, and levies, taking into careful consideration the tax intricacies within the relevant country;
- anticipate and accommodate for inflation within the cost planning;
- include explanatory notes as commentary for items in the budget that may be contentious and likely to prompt questions from the grantmaker.

Appendix

An appendix serves as a repository for crucial yet voluminous information that exceeds the space constraints of the primary (often length-regulated) section of the application.

Within the appendix, you may include the following documents:

- assorted analyses and evaluations;
- certificate of registration;
- organizational structure;
- roster of the organization's board members;
- details pertaining to implementing organizations (inclusive of annual reports, project histories, feedback, and related documents);
- supplementary information regarding personnel (including comprehensive CVs for project team members), among others;
- a variety of visual materials, such as photographs.

2.3 Editing the application

The process of refining an application extends beyond the initial drafting of the proposal.

Given the multitude of data sought by grantmakers and the frequently intricate formal prerequisites for applications and their presentation, **it is imperative to**:

- ensure the proposal aligns with all the formal and other stipulations established by the prospective grantmaker;
- meticulously review and edit the draft, with the involvement of colleagues if possible, since "more eyes see more." Address any spelling, grammatical, and punctuation errors with care;
- direct attention to the visual layout of the application, including elements such as graphs, where permissible within the application format.

Recommendations for application editing

It is advisable to:

- thoroughly review the application text on **at least two occasions**;
- temporarily set aside the application and revisit it after some time, as this helps provide an external perspective on the content;
- prioritize brevity, accuracy, and clarity in the text;
- ensure that each section of the application precisely aligns with the requirements stipulated in the application form;
- request individuals unfamiliar with our field of work to peruse the application and subsequently summarize the key project points (in case of discrepancies, consider revising those sections);
- employ concise paragraphs, preferably separated by blank lines, and use bullet points;
- construct sentences with straightforward structures, avoiding intricate sentence constructions and elaborate phrasing;
- favor active voice over passive constructions (e.g., *"analysis will reveal"* instead of *"will be revealed by analysis"*).

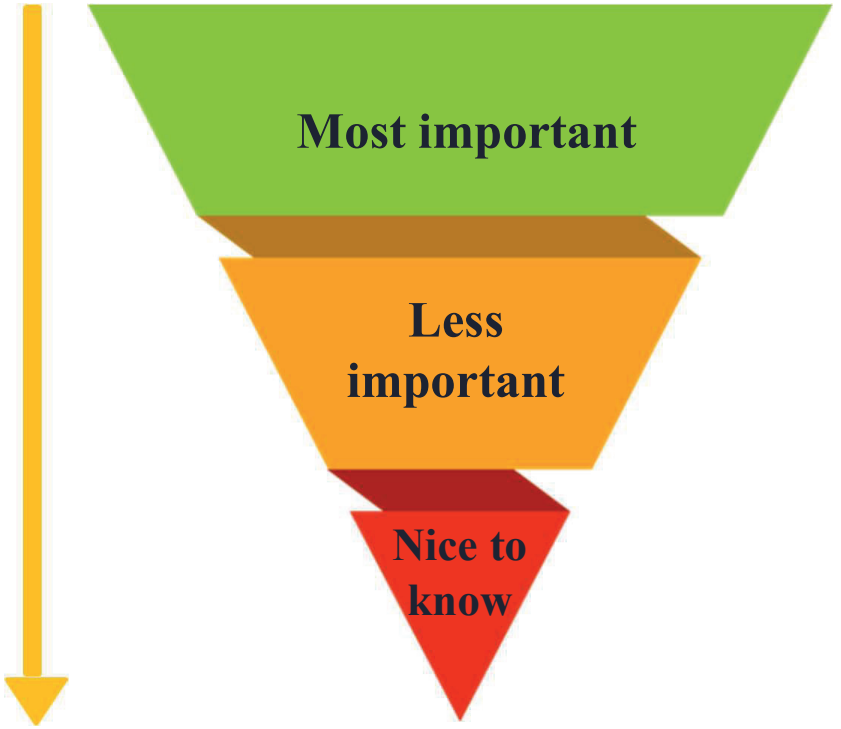
3 General guidelines for crafting the application

It is advisable to:

- manage the allocated time for proposal preparation judiciously and commence the development process promptly;
- diligently peruse the proposal writing guidelines disseminated by grant-making organizations;
- participate in webinars hosted by grantors, which offer valuable insights into proposal writing from coordinators and, on occasion, from successful applicants;
- articulate information in a clear and succinct manner;
- abide by the recommended length limits; refrain from exceeding them;

- it's vital to adopt a journalist well-structured approach that addresses key questions: "who?" (our organization), "what?" (our project), "why?" (the problem we're tackling), "when?" (the project timeline), "how?" (our methods), and "why?" (the benefits and results);
- apply the "inverted pyramid" structure (see Figure 2):

Figure 2: Inverted pyramid



- draw upon successful phrasing from our prior applications (while each application is unique, previous ones can serve as a foundation for crafting a new one);
- employ diagrams, tables, and lists to enhance the clarity of information presentation;
- furnish precise details rather than resorting to vague or ambiguous expressions;
- **above all, in the event of a setback, do not lose heart; instead, revise the application and resubmit it.**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HOW TO CARRY OUT PROJECT MANAGEMENT?

Module No. 2 of the intellectual result No. 3

Module Objectives:

- ✓ explain the fundamental concepts of project management;
- ✓ emphasize the relevance of project management to scientific research, demonstrating how it can enhance research quality and outcomes;
- ✓ offer practical insights and best practices tailored to scientists, enabling them to manage their research projects more effectively.

Module content:

Methodological instructions for working with the text of the module:

The module is designed as a presentation that can be used both as source material for the lecture and as a text for independent study.

Recommended literature on the topic of the module:

DOLEŽAL, J. a kol.: *Projektový management. Komplexně, prakticky a podle světových standardů*. Praha: Grada, 2016, 424 p.
GIDO, J., & CLEMENTS, J. P.: *Successful Project Management.* Cengage Learning, 2014, 423 p.
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HOW TO CARRY OUT PROJECT MANAGEMENT?

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Module content

1 Project management and its importance

Definition of project management

- Project management is the process of leading the work of a team to achieve all project goals within the given constraints. It involves applying knowledge, skills, tools, and methods to execute projects within specified requirements. It encompasses problem identification, solution planning, and complex execution stages. A key distinction from general management is the finite timescale and deliverables.

Importance of project management

- it serves as a cornerstone in various sectors such as technology, healthcare, finance, manufacturing, and beyond;
- proficient project administration has the potential to yield amplified efficacy, cost reduction, superior quality, and more;

- in the realm of scientific pursuits, it plays a pivotal role for researchers. It aids them in meticulous planning, execution, and oversight of research endeavors, ensuring their smooth progression within financial constraints and yielding top-notch outcomes. Furthermore, it bolsters collaborative efforts, facilitates seamless communication, and fosters adaptability, all of which are paramount in the constantly evolving landscape of scientific exploration.
- **Here are a few aspects of how project management assists scientists (and others) in project implementation:**
  - resource allocation;
  - time management;
  - budget control;
  - risk management;
  - collaboration;
  - quality assurance;
  - documentation;
  - compliance;
  - optimizing outcomes, etc.

2 Project life cycle

- every project, including scientific research projects, goes through a series of distinct phases collectively known as the Project Life Cycle;

- understanding and effectively managing these phases is crucial for successful project completion.

Phases of the Project Life Cycle

Initiation phase

- the "birth" of the project;
- the project's purpose, objectives, and scope need to be defined during this phase;
- it is important to conduct a feasibility study to assess the project's viability.

Planning phase

- the "blueprint" of the project;
- creating a comprehensive project plan, which includes setting timelines, allocating resources, and establishing milestones is crucial;
- project schedules need to be developed.

Execution phase

- the "action" phase of the project;
- members of the project team implement the activities outlined in the project plan;
- effective team management, resource allocation, and the importance of adhering to the project schedule are the key to success.

Monitoring and controlling phase

- the "keeping on track" phase;
- project progress against the plan needs to be continuously monitored;
- key performance indicators help in assessing project health;
- any deviations from the plan should trigger corrective actions to ensure the project stays on course.

Closure phase:

- the "completion" phase;
- the time to wrap up the project, deliver the results, and ensure all project objectives have been met;
- conducting a post-project evaluation or debrief to capture lessons learned is necessary.

2.1 Initiation phase

- this initial phase is of utmost significance in the project life cycle, as it lays the groundwork for the entirety of the research project.

Aim and objectives of project commencement:

- precisely defining the research quandary: it becomes imperative to meticulously articulate the research issue at hand, encompassing the specification of research scope and boundaries;
- enunciating project goals: the establishment of well-defined goals assumes paramount importance. These goals ought to be specific, measurable, attainable, relevant, and time-bound (following the SMART framework);
- stakeholder identification: the process of identifying all parties involved in or affected by the research, including collaborators, funders, and regulatory entities, becomes essential.

Feasibility studies

- conducting feasibility studies is a crucial aspect of project initiation for researchers;
- the purpose is to assess whether the research project is viable and achievable;
- they involve examining technical, financial, operational, and scheduling aspects. The human resources aspect is also important – do we have the people?

2.2 Planning phase

Work Breakdown Structure (WBS):

- it is a hierarchical breakdown of the research project into smaller, manageable tasks or work packages;
- a well-structured WBS helps scientists to organize and manage their research activities efficiently;
- the budget is clearly formulated at this stage.

Gantt Charts and Critical Path Analysis:

- the utility of Gantt charts is in visualizing the project schedule, including task durations and dependencies. It also shows the synchronously ongoing work on the project;
- identifying and monitoring the critical path is essential to ensure that the project stays on schedule.

Resource allocation

- it is a critical aspect of project planning, and it includes:

Human resource management:

- scientists need to allocate team members to various tasks based on their expertise and availability;
- effective communication and collaboration within the research team is crucial.

Budgeting and cost control:

- scientists need to estimate project costs accurately, including research materials, equipment, and personnel;
- continuous budget control – to avoid overspending and manage project finances effectively.

Procurement and vendor management:

- it may be needed to procure specialized equipment, materials, or services for the research;
- vendor selection, contract management, and quality assurance in procurement activities are important.

Risk management during planning:

- potential risks that may affect the research project, including technical, operational, and external risks need to be identified;
- risk assessment involves evaluating the likelihood and possible impact of identified risks;
- strategies for mitigating risks (contingency planning, risk response strategies, etc.) should be evolved.

2.3 Execution phase

Key tasks within this phase encompass:

- *task execution*

scientists and their teams implement the activities specified in the project plan. Each task must align with project goals and outcomes;

- *resource allocation*

researchers must effectively manage resources, encompassing personnel, equipment, and materials, ensuring their efficient utilization throughout this phase;

- *quality maintenance*

preserving research quality remains of utmost significance. Protocols, quality assessments, and established standards serve to guarantee dependable results.

Team management and collaboration

- *team leadership*

effective leadership involves setting clear expectations, providing guidance, and facilitating communication;

- *communication*

the importance of open and transparent communication among team members is essential as it helps in addressing issues promptly and sharing progress updates;

- *conflict resolution*

conflicts can arise within any team. One should be prepared to handle conflicts constructively to maintain a productive working environment.

Risk management during this phase

- *monitoring risks*

it is necessary to continuously monitor and assess risks that may impact ongoing research activities;

- contingency plans to address unforeseen challenges or disruptions.

Benefits of effective project execution:

- *timely progress*

effective execution ensures that research progresses according to the project schedule, minimizing delays;

- *high-quality results*

maintaining quality standards during execution leads to reliable and credible research outcomes;

- *resource optimization*

efficient resource management helps scientists make the best use of available personnel and materials.

2.4 Monitoring and controlling phase

Key activities in this phase:

- *progress tracking*

the progress of project tasks and milestones should be regularly monitored (tools like Gantt charts or project management software to visualize progress);

- *quality control*

one should ensure that research activities meet established quality standards and adhere to best practices;

- *budget and cost control*

actual costs to the budget should be compared and corrective action if necessary to prevent cost overruns should be taken;

- *scope management*

scope changes can occur during research projects. Researchers should assess the impact of scope changes and manage them effectively to avoid scope creep;

- *risk management*

identified risks should be regularly reviewed and update risk response strategies as needed.

Key Performance Indicators (KPIs)

Relevant KPIs that can be used to measure and assess project progress and performance:

- *timeline adherence*

whether the project is meeting its scheduled milestones and deadlines should be tracked;

- *budget variance*

monitoring the project's financial performance by comparing actual spending to the budget;

- *quality metrics*

defining and measuring quality indicators specific to the research project's goals and objectives;

- *resource utilization*

assessing how efficiently project resources, including personnel and equipment, are being utilized;

- *risk tracking*

regularly updating and evaluating the status of identified risks, including their likelihood and impact.

Change management

- *change request process*

researchers should have a structured process for requesting and evaluating changes to the project plan or scope;

- *impact analysis*

the potential effects of proposed changes on the project timeline, budget, and objectives should be assessed;

- *change approval*

formal approval processes to ensure changes align with project goals and stakeholder expectations.

Benefits of this phase:

- *risk reduction*

early identification and mitigation of issues and risks help prevent major project disruptions;

- *timely decision-making*

regular monitoring provides data for informed decision-making, allowing scientists to make adjustments as needed;

- *quality assurance*

ongoing quality control ensures that research results remain accurate and reliable.

Risk Management

- risk management is a systematic process for identifying, assessing, and mitigating internal and external risks that may impact the success of a research project;

- it helps proactively address challenges and uncertainties.

Why risk management is essential in scientific research:

- uncertainties in research: scientific research inherently involves uncertainties, and unexpected challenges can arise during experiments or data collection;

- resource allocation: research projects often involve significant investments of time, money, and resources. Effective risk management ensures these investments are protected;

- reputation and credibility: the reputation and credibility of scientists and their institutions can be affected by unforeseen issues in research projects. Risk management helps maintain integrity.

The core components of risk management:

- potential risks that could affect the research projects should be systematically identified. This includes technical, operational, financial, and external risks;

- risk assessment: the likelihood of each risk occurring and its potential impact on the project should be evaluated;

- risk mitigation: developing strategies to mitigate identified risks is very important. The team should have plans in place to reduce the likelihood or impact of risks;

- contingency planning: contingency plans outline actions to be taken if a risk event occurs.

Risk monitoring and control

Risk management is an ongoing process:

- continuous monitoring: researchers should continuously monitor identified risks throughout the project's lifecycle. Changes in project circumstances may alter the risk landscape;

- risk response: the need for timely risk response. If a risk event occurs, scientists should implement the pre-determined risk response plan;

- documentation: emphasize the importance of documenting all aspects of risk management, including identified risks, assessments, mitigation strategies, and responses is necessary.

2.5 Closure phase

Key activities in this phase:

- objective achievement: verifying that all project objectives, as defined in the project initiation phase, have been successfully met is very important;

- deliverable completion: all project deliverables, such as research reports, data sets, or prototypes, need to be finalized and ready for dissemination or use;

- quality assurance: a final quality check to ensure that research outputs meet the established quality standards and are error-free must be performed;

- resource release: release of project resources, including personnel, equipment, and facilities. It must be ensured they are returned or reassigned appropriately;

- documentation and archiving: all project-related documents, data, and materials for future reference and transparency should be archived;

- financial closure: all financial transactions related to the project, such as expense reimbursements or vendor payments, must be processed and accounted for correctly.

3 Project management best practices

- these are tried-and-tested methods and strategies capable of significantly augmenting the achievement and efficiency of research projects in the scientific domain;

- scientists can elevate their project management prowess and realize superior research outcomes by embracing these optimal approaches;

- the establishment of well-defined project objectives is fundamental. These objectives should align precisely with research goals and adhere to the SMART criteria (specific, measurable, attainable, relevant, and time-bound);

- thorough project preparation, encompassing the crafting of comprehensive project schedules, meticulous work breakdown structures (WBS), and strategies for risk management, constitutes an indispensable ingredient for success;

- facilitate open and transparent communication channels among team members, stakeholders, and collaborators. The regular exchange of updates and discussions for addressing challenges and sharing progress represents a vital aspect;

- researchers can derive benefit from agile project management methodologies, renowned for their adaptability and iterative nature. Agile methodologies offer flexibility to accommodate alterations and novel discoveries within research projects;

- the proactive identification, evaluation, and mitigation of risks throughout the entire project's lifespan hold paramount importance. The endorsement of a dynamic risk management approach is advisable;

- the documentation of research methodologies, findings, and procedural intricacies ensures transparency, reproducibility, and seamless knowledge transfer;

- consistent quality control measures serve as guarantors of research result accuracy and dependability. Quality assurance practices should be seamlessly woven into every facet of the project's lifecycle;

- nurturing a culture of perpetual improvement through periodic reviews of project processes and performance outcomes proves instrumental in achieving excellence;

- team members should foster a constructive team ambiance, harness individual strengths, and constructively address any conflicts that may arise;

- active engagement with stakeholders, encompassing funders, regulatory entities, and collaborative partners, is indispensable for ensuring alignment with stakeholder expectations.

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HOW TO WRITE A SCIENTIFIC TEXT AND PRESENT IT SUCCESSFULLY?

Module No. 3 of the intellectual result No. 3

Module Objectives:

- ✓ explain the fundamental concepts of project management;
- ✓ emphasize the importance of scientific communication for the presentation of research results to gain recognition and contribute to the scientific community;
- ✓ provide the tools needed to improve the academic writing skills to enhance the quality of the manuscripts and effectively communicate research to a wider audience.

Module content:

1. Understanding Academic Writing
2. How to Find Metrics and Altmetrics.
3. How to Find the Right Journal
4. Structure of a Scientific Paper
5. Writing a Good Abstract
6. Literature Review (see the course Referencing and Citations)
7. How to choose the Methodology in Humanities
8. Open Science
9. Gender Equality and Inclusive Language in Academic Writing
10. Predatory Journals
11. Data Visualization
12. Replicability and Reproducibility.

Methodological instructions for working with the text of the module:

In the comprehensive 'How to write a scientific text and present it successfully?' course, we take a holistic approach to equip students with the skills essential for effective scholarly communication. We begin by delving into the art of academic writing, emphasizing structure and clarity to construct well-organized arguments. This strong foundation extends to crafting engaging abstracts that serve as windows to their research and understanding the nuances of scholarly prose.

As we navigate the academic landscape, students learn to evaluate the impact of their work through research metrics and altmetrics, ensuring their research gains recognition. They also discover the art of selecting the right journal for publication, aligning their work with the appropriate audience.

Throughout the course, we underscore the significance of open science and gender equality, fostering responsible and inclusive research practices. Our modules on data visualization and replicability and reproducibility enhance the credibility of research presentations.

By the course's conclusion, students emerge as proficient academic writers, capable of crafting impactful research papers while advocating for responsible, inclusive, and transparent research practices. This holistic approach empowers scholars to effectively communicate their research findings and contribute meaningfully to the academic community.

Recommended literature on the topic of the module:

BLANPAIN, K. (2008). *Academic Writing in the Humanities and Social Sciences. A Resource for Researchers*. Acco.

HAYOT, E. (2014). *The Elements of Academic Style: Writing for the Humanities*. Columbia University Press. https://doi.org/10.7312/hayo16800

MACDONALD, Susan. (1994). *Professional academic writing in the humanities and social sciences*. Southern Illinois University Press

PALTRIDGE, B. (2004). Academic writing. *Language Teaching*, 37(2), 87-105. doi:10.1017/S0261444804002216

RADAEV, V. (2011). How to write an academic paper, *Voprosy obrazovaniya*, 1, 271-293.

SILVIA, P. J. (2019). *How to Write a Lot: A Practical Guide to Productive Academic Writing* (2nd ed.). American Psychological Association.

SWORD, H. (2011). *Stylish Academic Writing*. Harvard University Press. https://doi.org/10.4159/harvard.9780674065093

HOW TO WRITE A SCIENTIFIC TEXT AND PRESENT IT SUCCESSFULLY?

Co-funded by the
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of the European Union

Module content

Module Structure

The course will be divided into five sessions, each lasting two hours. The sessions will be highly practical and hands-on, giving students the opportunity to work with real data and apply the concepts they learn in class. Among others, the course will cover the following topics:

Module content

1. Understanding Academic Writing
2. How to Find Metrics and Altmetrics.
3. How to Find the Right Journal
4. Structure of a Scientific Paper
5. Writing a Good Abstract
6. Literature Review (see the course Referencing and Citations)
7. How to choose the Methodology in Humanities
8. Open Science
9. Gender Equality and Inclusive Language in Academic Writing
10. Predatory Journals
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- By the course's conclusion, students emerge as proficient academic writers, capable of crafting impactful research papers while advocating for responsible, inclusive, and transparent research practices. This holistic approach empowers scholars to effectively communicate their research findings and contribute meaningfully to the academic community.

Understanding Academic Writing

- Academic writing is a distinct form of communication used in scholarly contexts;
- it emphasizes logical and evidence-based arguments to contribute to the academic discourse;
- it requires clarity, precision, and a formal tone to effectively convey complex ideas;
- the target audience includes fellow scholars, researchers, and the wider academic community;
- mastering academic writing is essential for engaging in scholarly discussions and advancing research;

Understanding Academic Writing

- clarity is paramount in academic writing. Avoid complex sentence structures that might confuse readers;
- jargon and overly technical language should be minimized or explained;
- aim for concise, straightforward language that gets your points across efficiently;
- adapt your writing style to suit your audience, which is typically other scholars and researchers;
- avoid contractions, colloquialisms, and overly emotional language in favor of a more objective approach.

How to Find Metrics and Altmetrics (1)

- assessing the impact of scholarly work is crucial in humanities research. Apart from traditional sources like Web of Science (WoS), Journal Citation Reports (JCR), and Scimago Journal & Country Rank (SJR), another valuable resource is eLibrary.ru. Here's how to find impact factors using these platforms:

How to Find Metrics and Altmetrics (1)

- **Web of Science (WoS):**
  - Access the WoS database;
  - search for the journal you're interested in;
  - view the Journal Profile to find its Impact Factor and related metrics;
  - Journal Citation Reports (JCR);
  - within WoS, navigate to JCR or directly access JCR;
  - browse journals by category or search for specific journals;
  - discover journals' Impact Factors, quartile rankings, and more.

How to Find Metrics and Altmetrics (1)

- Scimago Journal & Country Rank (SJR):
  - SJR is especially highly-used for Humanities;
  - SJR ranks journals by subject categories and regions;
  - find a journal's SJR, H-index, and other citation metrics;
  - explore the Q1-Q4 quartile ranking for comparative evaluation;
- eLibrary.ru:
  - Access the Russian platform eLibrary.ru (Электронная библиотека);
  - search for the desired journal title or ISSN;
  - review the journal's profile for metrics, including its Impact Factor in the Russian Science Citation Index (RSCI).

How to Find Metrics and Altmetrics (2)

- **Interpreting Impact Factors:**
  - Higher Impact Factor indicates higher citation influence;
  - consider the journal's subject area and compare within the same field for relevance;
  - don't rely solely on Impact Factor; assess broader factors like journal scope and peer review.
- **Limitations:**
  - Impact Factors might not capture all forms of scholarly impact, especially in Humanities;
  - some disciplines might have fewer indexed journals;
  - focus on the relevance of a journal to your research goals.

How to Find Metrics and Altmetrics (2)

- **Context Matters:**
  - Scholarly impact varies across disciplines;
  - cross-reference multiple metrics for a comprehensive view;
  - seek journals aligned with your research's scope and goals.
- **Academic Community Discussions:**
  - Engage with colleagues and mentors to understand which journals hold influence in your field;
  - attend conferences, workshops, and seminars for insights into reputed publishing venues.

How to Find Metrics and Altmetrics (2)

- **Emerging Metrics and Altmetrics:**
  - Keep an eye on emerging metrics that provide alternative indicators of scholarly impact.
- **Balancing Impact and Audience:**
  - Consider impact alongside your target audience. Journals with a smaller impact factor might better serve a niche community;
  - remember that while impact factors provide a useful gauge, they are one of many factors to consider when choosing a journal for publication in the humanities. Always ensure your chosen journal aligns with your research goals and the specific norms of your academic field.

How to Find Metrics and Altmetrics (3)

- Choosing the right journal for your research is a critical step in the academic publishing process. Here's a guide to help you find the best-fit journal:
- **Define Your Research Scope:**
  - Clearly outline your research's subject area, objectives, and main findings;
  - identify keywords and concepts that best represent your work.
- **Leverage Academic Databases:**
  - Utilize platforms like Google Scholar, and specialized databases in your field;
  - search for journals that regularly publish content similar to yours.

How to Find Metrics and Altmetrics (3)

- **Check Journal Focus and Aims:**
  - Visit journal websites to understand their scope, aims, and audience;
  - assess if your research aligns with the journal's primary themes.
- **Review Recent Publications:**
  - Browse recent issues to see if your research complements the journal's current content.
- **Check Impact Factor and Metrics:**
  - Examine the journal's Impact Factor, SJR, or other relevant metrics;
  - compare these metrics to other journals in your field.
- **Consult Colleagues and Mentors:**
  - Seek advice from experienced colleagues, mentors, and advisors.

How to Find Metrics and Altmetrics (4)

- **Read the Author Guidelines:**
  - Study the journal's author guidelines thoroughly;
  - ensure your manuscript adheres to formatting, length, and citation requirements.
- **Peer Review Process:**
  - Understand the journal's peer review process and its reputation for thorough review;
  - high-quality peer review enhances your research's credibility.
- **Ethics and Policies:**
  - Review the journal's ethical guidelines and policies;
  - ensure they align with your research practices and values.

How to Find Metrics and Altmetrics (4)

- **Consider Publication Timelines:**
  - Assess the journal's publication frequency and expected timelines from submission to publication.
- **Review Previous Publications:**
  - Study previous articles published by the journal;
  - understand the quality and nature of the research they typically publish.
- **Check Indexing and Databases:**
  - Verify if the journal is indexed in major databases like WoS, Scopus, among others;
  - indexing enhances discoverability and credibility.

How to Find Metrics and Altmetrics (4)

- **Submission and Review Process:**
  - Understand the submission process, required documents, and any fees;
  - familiarize yourself with the review process timeline.
- **Consider Your Goals:**
  - Align the journal choice with your career goals, whether it's impact, dissemination, or prestige.
- Remember, finding the right journal involves careful consideration of your research's fit, goals, and the expectations of your academic field. Take your time to make an informed decision that maximizes the impact of your work.

Structure of a Scientific Paper (1)

- Introduction: This section provides context for the research by discussing the broader topic, identifying gaps in existing literature, and stating the research question or hypothesis;
- methodology: Here, you describe the research design, data collection methods, and analysis techniques used to answer your research question;
- results: Present your findings using data visualizations and clear descriptions. Explain what the data suggests without interpreting it;
- conclusion: Summarize your study's key findings, discuss their implications, and suggest possible avenues for future research. Avoid introducing new information here;

Structure of a Scientific Paper: IMRAD Format (2)

- the conventional structure adopted by the majority of scientific journals adheres to the "IMRAD" format, which stands for Introduction, Methods, Results, and Discussion (+ References);
- this framework provides a systematic approach to presenting research findings, guiding readers through the logical progression of a study;
- however, it's crucial to acknowledge that exceptions to this format exist within the realm of academic publishing. Each journal may have its unique preferences and guidelines regarding paper structure and formatting. Therefore, it's prudent to meticulously review the "Instructions for Authors" provided by the journal where you intend to submit your paper.

Structure of a Scientific Paper: Summary (3)

Section	Purpose
Title	Concisely represents the research's focus.
Abstract	Summarizes the study's objectives, methods, results, and implications.
Introduction	Provides context, research question, and significance of the study.
Literature Review	Surveys existing research, identifies gaps, and contextualizes the study.
Methodology	Details research design, methods, data collection, and analysis.
Results	Presents findings objectively, often using tables, figures, and text.
Discussion	Analyzes and interprets results, compares with literature, and addresses limitations.
Conclusion	Summarizes key findings, implications, and suggests further research.
References	Lists all sources cited in the article.

Writing a Good Abstract (1)

- Writing a compelling abstract is crucial as it serves as a concise summary of your entire paper. Here are recommendations for crafting an effective abstract;
- clarity and Brevity: Keep the abstract concise, typically around 150-250 words. Eliminate unnecessary details and focus on the most important aspects of your research;
- structural Elements: Include essential components such as the research background, objectives, methodology, results, and conclusions. Follow a logical order to guide readers through your research;

Writing a Good Abstract (1)

- research Question: Clearly state your research question or problem. Explain its significance and relevance within the broader field;
- methodology: Briefly describe your research design and methods. Highlight whether your study is quantitative, qualitative, or mixed methods;
- results and Findings: Summarize your key findings, emphasizing important data and insights that directly answer your research question;
- implications: Discuss the implications of your findings. How do they contribute to the field, fill gaps, or advance knowledge?

Writing a Good Abstract (2)

- avoid Citations: Generally, abstracts don't include citations or references. Focus on presenting your work's core elements rather than citing specific studies;
- language: Use clear and straightforward language, avoiding jargon. Make the abstract accessible to readers from various disciplines;
- concise language: Craft sentences that convey maximum information in minimal words. Focus on communicating efficiently;
- editing and proofreading: Edit your abstract meticulously for grammar, spelling, and clarity. It's the first impression readers have of your work;

Writing a Good Abstract (2)

- revise last: Write the abstract after completing your paper. This ensures that it accurately reflects your study's content;
- precision: Be precise in describing your study's scope, methods, and findings. Ambiguity can confuse readers;
- keywords: Include relevant keywords that reflect the main concepts of your research. These help others find your work in databases and searches;
- a well-crafted abstract entices readers to explore your full paper. It’s a concise window into your research, highlighting its significance and inviting further engagement.

Writing a Good Abstract: Summary (3)

Element	Purpose
Background	Briefly introduce the research topic and its context.
Objective	Clearly state the research aim or question.
Methods	Summarize the research design and methodology.
Results	Highlight key findings and data trends.
Conclusion	Discuss the implications and significance of the results.
Keywords	Include relevant keywords for indexing.
Length	Typically around 150-250 words, depending on journal guidelines.

Literature Review (see the course Referencing and Citations)

- The literature review contextualizes your research by summarizing relevant studies, theories, and concepts;
- identify gaps, controversies, or unanswered questions in the existing literature;
- this section demonstrates your understanding of the field and sets the stage for your research's contribution.

Citations and References (see the course Referencing and Citations) (1)

- Proper citations acknowledge the sources of your information and ideas;
- the APA 7th edition style is commonly used for citations in social sciences and other disciplines;
- in-text citations include the author's last name, publication year, and page number (for direct quotes);
- use direct quotations sparingly and ensure they're relevant to your point;
- a comprehensive reference list at the end of your paper provides full details of the sources you cited.

Citations and References: Summary (see the course Referencing and Citations) (2)

- Summary table for APA 7th edition references guide:

Source Type	Format Example
Books	Author, A. A. (Year). Title of Book. Publisher.
Edited Books	Editor, A. A. (Ed.). (Year). Title of Book. Publisher.
Chapter in Edited Book	Author, A. A. (Year). Title of chapter. In A. Editor (Ed.), Title of Book (pp. Page range). Publisher.
Journal Articles	Author, A. A. (Year). Title of article. Journal Name, Volume(Issue), Page range. DOI/URL
Online Articles	Author, A. A. (Year). Title of article. Journal Name, Volume(Issue), Page range. URL
Conference Papers	Author, A. A. (Year). Title of paper. In Proceedings of the Conference Name (pp. Page range). Publisher.
Websites	Title of webpage. (Year). Website Name. URL
Online Documents	Organization. (Year). Title of document. URL
DOI Examples	Author, A. A. (Year). Title of article. Journal Name, Volume(Issue), Page range. DOI
Book Reviews	Reviewer, A. A. (Year). Title of review [Review of the book Title of Book, by Author(s)]. Journal Name, Volume(Issue), Page range. DOI/URL

Citations and References: Summary (see the course Referencing and Citations) (3)

- Summary table for APA 7th in-text citations guide:

Single Author	(Author, Year)
Two Authors	(Author1 & Author2, Year)
Three or More Authors	(Author1 et al., Year)
Group or Corporate Author	(Group or Corporate Name, Year)
No Author (Use Title)	("Title of Article," Year)
Page Numbers	(Author, Year, p. Page number)
Two Works, Same Author	(Author, Year; Year)
Two Works, Different Authors	(Author1, Year; Author2, Year)
Secondary Source	(as cited in Author, Year)
Personal Communication	(J. Smith, personal communication, Month Day, Year)
Electronic Source, No Page Numbers	(Author, Year, para. Paragraph number)
Online Source, No Author	("Title of Webpage," Year)
Online Source, No Date	(Author, n.d.)

How to choose the Methodology in Humanities: General Considerations (1)

- Choose between quantitative, qualitative, or mixed methods based on your research question and goals;
- detail your research design, including data collection methods, participants, and any experimental setup;
- explain your rationale for selecting the chosen methodology and how it aligns with your research objectives;
- data collection methods depend on your research design and can include surveys, interviews, observations, or experiments;
- data analysis involves processing and interpreting your collected data;

How to choose the Methodology in Humanities (2)

- define research goals: Clarify your research objectives and questions. This guides your choice of methodology;
- consider nature of data: Determine if your research involves qualitative, quantitative, or mixed data. Choose a methodology that aligns;
- literature review: Examine previous studies in your field to identify commonly used methodologies and their strengths;
- research design: Decide if your study is exploratory, descriptive, explanatory, or evaluative. This shapes your method selection;
- availability of resources: Assess your access to participants, data sources, and equipment required for the chosen methodology.

How to choose the Methodology in Humanities (2)

- Ethical Considerations: Ensure your chosen methodology adheres to ethical guidelines, respecting participants' rights and privacy;
- suitability for research question: Match the methodology with your specific research question and hypotheses;
- expertise: Evaluate your own skills and knowledge in different methodologies. Choose one that you can execute effectively;
- validity and reliability: Consider the validity (accuracy) and reliability (consistency) of data collection methods within your chosen methodology;
- flexibility: Opt for a methodology that allows flexibility in adapting to unexpected findings or changes in research scope;
- innovation: Explore emerging methodologies that might be relevant to your research and offer new insights;

How to choose the Methodology in Humanities (2)

- interdisciplinary approach: Don't hesitate to draw from methodologies used in other disciplines if they suit your research goals;
- pilot study: Conduct a small pilot study to test your chosen methodology's feasibility and address potential challenges;
- consultation: Seek advice from mentors, colleagues, or experts in your field to validate your methodology choice;
- justify your choice: In your paper, explain why you selected a particular methodology and how it aligns with your research goals;
- remember, the methodology you choose shapes the entire research process and impacts the quality of your findings. Thoughtful selection ensures your study effectively addresses your research questions in the humanities.

Open Science: Key Concepts (1)

Open Science is a movement aimed at making scientific research more accessible, transparent, and collaborative.

- Open Access: Providing free and unrestricted access to research articles and data;
- data sharing: Making research data available for verification and reuse;
- transparency: Sharing research methods, protocols, and analyses to foster reproducibility;
- collaboration: Encouraging researchers to collaborate across disciplines and institutions;

Open Science: Key Concepts (1)

- open peer review: Making the peer review process more transparent and participatory;
- citizen science: Involving the public in scientific research and data collection;
- reproducibility: Ensuring that research can be replicated to validate findings;
- licensing: Using open licenses to specify how research outputs can be used and shared;
- open education: Sharing educational resources freely for broader access to knowledge.

Open Science: Goals (2)

- Increased Access: Make research findings and data available to anyone, regardless of their financial or institutional status;
- enhanced collaboration: Foster cross-disciplinary and global collaboration among researchers.
- transparency and accountability: Ensure research methods, results, and analyses are transparent and accountable;

Open Science: Goals (2)

- accelerated innovation: Enable quicker advancements by building upon existing research;
- public engagement: Involve the public in research, promoting trust and informed decision-making;
- reproducibility: Improve research quality by allowing results to be independently verified;
- ethical research: Encourage responsible and ethical research practices;

Open Science: Recommendations (3)

- **Open Access Publishing:**
  - Choose open access journals or repositories for your publications;
  - deposit preprints in open-access repositories for early sharing.
- **Data Sharing:**
  - Deposit research data in data repositories with proper documentation;
  - use standardized formats for data to enhance reuse.
- **Transparent Practices:**
  - Pre-register research protocols to prevent bias and increase transparency;
  - share research materials, methods, and code.

Open Science: Recommendations (3)

- **Collaborative Platforms:**
  - Collaborate on open platforms, sharing ideas, findings, and resources;
  - engage in interdisciplinary and cross-institutional collaborations.
- **Open Peer Review:**
  - Participate in open peer review to make the review process more transparent;
  - share peer-reviewed manuscripts even if they're not published.
- **Public Engagement:**
  - Share research findings in accessible formats for the public;
  - involve the public in research design, data collection, and decision-making.

Open Science: Recommendations (3)

- **Licensing and Copyright:**
  - Choose open licenses that allow others to use and build upon your work;
  - respect copyright and intellectual property rights while promoting openness.
- Embracing Open Science requires a collective effort from researchers, institutions, publishers, and the broader scientific community. It leads to a more inclusive, collaborative, and impactful research landscape.

Gender Equality

Gender equality is vital for a fair and inclusive academic publishing landscape. Here's how to promote it:

- Equal Representation:
  - Ensure balanced representation of genders in editorial boards and peer review panels.
- Anonymous Review:
  - Implement double-blind peer review to prevent bias based on author gender;
  - acknowledging care responsibilities;
  - recognize and accommodate researchers' caregiving responsibilities.

Gender Equality

- Transparent Policies:
  - Establish clear policies against gender-based discrimination.
- Equitable Collaboration:
  - Encourage women to lead collaborations and multi-author papers.
- Mentorship and Support:
  - Provide mentorship and support for women researchers at all career stages.
- Recognize Contributions:
  - Acknowledge contributions regardless of gender and avoid biased language.
- Data Collection:
  - Gather and analyze data on gender disparities in publishing.

Gender Equality

- Conscious Language:
  - Use inclusive language in publications and communications.
- Publishing Platforms:
  - Promote journals/platforms that support gender equality initiatives.
- Promote Research:
  - Publish research on gender disparities in academia to raise awareness.
- Advocate for Change:
  - Collaborate with institutions to advocate for gender equality policies.
- Achieving gender equality requires systemic changes, ongoing awareness, and active participation from all stakeholders in academia and publishing.

Inclusive Language

Inclusive language respects diversity and promotes equality across languages. Follow these guidelines to incorporate it into your publications:

- Neutral Terminology:
  - Choose terms that are inclusive of all genders, backgrounds, and identities.
- Avoid Stereotypes:
  - Refrain from using language that reinforces stereotypes or biases.
- Professions and Titles:
  - Use titles and occupational terms that don't assume gender or identity.

Inclusive Language

- Cultural Sensitivity:
  - Respect diverse cultures and use terminology that is respectful and unbiased.
- Disability Terminology:
  - Use terms that prioritize the person and avoid stigmatization.
- Respect Age and Generations:
  - Use terms that acknowledge different age groups respectfully.

Inclusive Language

- Cultural and Ethnic Terms:
  - Use terminology that respects and honors various cultural backgrounds.
- Accessibility Considerations:
  - Ensure your language is understood and respectful to a broad audience.
- Using inclusive language across languages fosters inclusivity, ensures respect, and upholds a commitment to fairness and representation.

Predatory Journals

Predatory journals exploit researchers and harm academic credibility. Here's how to identify and avoid them:

- No Rigorous Peer Review:
  - Predatory journals lack robust peer review processes.
- Unprofessional Website:
  - Poorly designed websites with spelling errors and lack of clear information.
- Too Good to Be True:
  - Promises of rapid publication without proper review.

Predatory Journals

- High Publication Fees:
  - Exorbitant fees without transparent breakdown.
- Unsolicited Invitations:
  - Random emails inviting publication without prior interaction.
- Fake Impact Factors:
  - Inflated metrics without credible indexing.
- Beware of Lists:
  - Consult credible lists of predatory publishers to cross-check.
- Check Indexing:
  - Verify inclusion in reputable databases like WoS, Scopus, etc.

Predatory Journals

- Author Guidelines:
  - Poorly written or inconsistent guidelines signal a lack of professionalism.
- Trustworthy Contact Info:
  - Verify contact details, affiliations, and editorial boards.
- Cross-Check Authors:
  - Reputable scholars should be part of the editorial board.
- Legal Statements:
  - Absence of ethical policies, conflict of interest statements, etc.
- Staying vigilant and researching journals before submission is crucial to avoid predatory publishers and ensure the integrity of your work.

Data Visualization: Good Practices in Table Design

Practice	Description
Clear Title:	Provide a concise, descriptive title that explains the table's content.
Column Headings:	Clearly label columns with brief, meaningful headings.
Row Labeling:	Label rows distinctly for easy reference.
Consistent Units:	Use uniform units of measurement throughout the table.
Meaningful Abbreviations:	Use abbreviations sparingly and explain them in a footnote.
Alignment:	Align numerical data properly (right-align) for easier reading.
Simple Formatting:	Keep formatting simple; avoid excessive colors, bolding, or shading.
Avoid Vertical Lines:	Omit vertical lines for a cleaner look; use horizontal lines sparingly.
Consistency:	Maintain consistent formatting across tables in the document.
Footnotes:	Include footnotes to explain abbreviations, symbols, or provide additional context.
Source Citation:	Cite the source of the data presented in the table.
Table Placement:	Place tables close to where they're referenced in the text.
Accessibility:	Ensure tables are accessible for visually impaired readers (use appropriate software).
Testing Readability:	Check the table's readability by reviewing it from a reader's perspective.
Proofreading:	Verify data accuracy, spelling, and formatting before finalizing the table.

Data Visualization: Good Practices in Table Design (1)

- Choose a graph that best presents the story your data tells.
- Maintain simplicity to ensure clarity and avoid confusion.
- Ensure the graph's aesthetics align with the data's context.
- Label axes, provide legends, and include relevant titles.

Data Visualization: Good Practices in Table Design (2)

Summary Table: Choosing the Right Graph

Data Type	Suitable Graph Types
Comparison	Bar Charts, Column Charts, Grouped Bar Charts.
Distribution	Histograms, Box Plots, Density Plots.
Relationship	Scatter Plots, Line Charts, Bubble Charts.
Composition	Pie Charts, Stacked Bar Charts, Area Charts.
Trends over Time	Line Charts, Area Charts, Time Series Plots.
Correlation	Scatter Plots, Correlation Heatmaps.
Part-to-Whole	Stacked Bar Charts, Treemaps, Pie Charts.
Geographic Data	Choropleth Maps, Bubble Maps, Dot Density Maps.
Hierarchical Data	Sunburst Charts, Tree Diagrams, Nested Pie Charts.
Change over Time	Line Charts, Area Charts, Stream Graphs.
Deviation	Deviation Bar Charts, Waterfall Charts.


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WHERE TO LOOK FOR RELEVANT SOURCES AND HOW TO WORK WITH BIBLIOGRAPHY?

Module No. 4 of the intellectual result No. 3

Module Objectives:

- ✓ explain the fundamental concepts of project management;
- ✓ provide the necessary strategies for handling bibliographic sources, references and citations;
- ✓ develop essential skills for effective scholarly communication, especially in the humanities and related fields.

Module content:

1. Bibliographical Databases in Humanities.
2. How to Search in Databases: Basic Boolean Operators.
3. PRISMA-P.
4. How to Carry Out a Literature Review in Humanities.
5. Using Software for a Literature Review (VOSviewer).
6. How to Create a List of References and Introducing APA 7th Edition.

Methodological instructions for working with the text of the module:

Throughout the course, you'll gain practical, hands-on experience, working with real data and applying the concepts you learn. By the course's conclusion, you'll emerge equipped with the skills necessary for effective handling of bibliographic sources, referencing, and citations. Whether you're a budding researcher or a seasoned scholar, these skills will prove invaluable for your scholarly pursuits.

Recommended literature on the topic of the module:

AMERICAN PSYCHOLOGICAL ASSOCIATION (n.d.). *APA Style*. https://apastyle.apa.org/

ARRUDA, H., SILVA, E. R., LESSA, M., PROENÇA, D., Jr, & BARTHOLO, R. (2022). VOSviewer and Bibliometrix. *Journal of the Medical Library Association: JMLA*, 110(3), 392–395. https://doi.org/10.5195/jmla.2022.1434

DELGADO LÓPEZ-CÓZAR, E. & MARTÍN MARTÍN, A. (2016). *La búsqueda bibliográfica*. http://hdl.handle.net/10481/39820

MOHER, D., STEWART, L. & SHEKELLE, P. (2016). Implementing PRISMA-P: recommendations for prospective authors. *Syst Rev*, 5 (15). https://doi.org/10.1186/s13643-016-0191-y

MOHER D, SHAMSEER L, CLARKE, M, GHERSI, D, LIBERATI, A, PETTICREW, M, SHEKELLE, P, STEWART, L. A. (2015). Preferred Reporting Items for Systematic Review and Meta-Analysis Protocols (PRISMA-P) 2015 statement. *Syst Rev*., 4(1). doi: 10.1186/2046-4053-4-1

SHAMSEER L, MOHER D, CLARKE, M, GHERSI, D, LIBERATI, A, PETTICREW, M, SHEKELLE, P, STEWART, L. A. A., the PRISMA-P Group (2015). Preferred Reporting Items for Systematic Review and Meta-Analysis Protocols (PRISMA-P): elaboration and explanation. *BMJ*, 349:g7647. doi: 10.1136/bmj.g7647

Universitat de Barcelona (n.d.) How to write bibliographical references. https://crai.ub.edu/en/crai-services/citations-reference

VAN ECK, N. J. and WALTMAN, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523–538.

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WHERE TO LOOK FOR RELEVANT SOURCES AND HOW TO WORK WITH BIBLIOGRAPHY?

Co-funded by the
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Module content

Module Structure

This course is designed for PhD candidates who are interested in mastering the art of handling bibliographic sources, referencing, and citations. It caters to those in Humanities and related fields, providing essential skills for effective scholarly communication.

The course will cover the following topics:

Session 1: Bibliographical Databases in Humanities

- Explore bibliographic databases critical for humanities research, including Web of Science (WoS), Scopus, and the Russian Citation Index. Learn to navigate and extract valuable insights from these resources.

Module content

Session 2: How to Search in Databases: Basic Boolean Operators

- Master basic boolean operators to craft precise queries, ensuring you retrieve the most relevant sources from databases.

Session 3: PRISMA-P

- Explore PRISMA-P, a systematic review protocol vital for research rigor.

Session 4: How to Carry Out a Literature Review in Humanities

- Discover general recommendations, tips, and best practices for conducting a thorough literature review in Humanities. Build a strong foundation for your research.

Module content

Session 5: Using Software for a Literature Review (VOSviewer)

- Leverage technology with VOSviewer to visualize and navigate your literature review. Enhance your research insights with this versatile tool.

Session 6: How to Create a List of References and Introducing APA 7th Edition

- Learn the art of crafting comprehensive reference lists and become familiar with the American Psychological Association (APA) 7th edition guidelines for proper referencing in academia.

Module content

Throughout the course, you'll gain practical, hands-on experience, working with real data and applying the concepts you learn. By the course's conclusion, you'll emerge equipped with the skills necessary for effective handling of bibliographic sources, referencing, and citations. Whether you're a budding researcher or a seasoned scholar, these skills will prove invaluable for your scholarly pursuits.

The Significance of Databases in Research

- Exploring why databases play a crucial role in research.
- Defining the criteria for considering a source as bibliographic.

Bibliographic Databases: A Gateway to Knowledge

Spotlighting key databases in humanities:

- Web of Science (WoS)
- Scopus
- Russian Citation Index (RCI)

- Academic Search Engine: Google Scholar.
- Functions and features
- Searching in Google Scholar: the basics

Mastering Basic Boolean Operators

Basic boolean operators: AND, OR, NOT.

- Practical Example: Crafting a Scopus query for “Russian literature AND 19th century”;
- operators in Google Scholar;
- practical example: Crafting a Google Scholar query to retrieve all PDF files containing both 'Tsvetaeva' and 'Brodsky’.

Introducing Scopus

https://www.scopus.com/

- Interface and main functions;
- epractical Example: Refine the search for 'Tolstoy' and 'War and Peace' journal articles published after 1953;
- boolean operators, wildcards and phrase searches for nuanced results;
- customize and improve the query with Scopus filters;
- document type filters (reviews, conference papers, etc.);
- filter results by publication year, journal, country, language, etc;
- data visualization in the Scopus interface.

Introducing Russian Citation Index (RCI)

- RCI as an essential bibliographic resource for Russian Humanities research;
- navigating to the Russian Citation Index (RCI): https://elibrary.ru/
- tools and options;
- practical example: Performing a search on RCI for "Russian literary criticism in the 19th century".

Understanding PRISMA-P

- PRISMA-P (Preferred Reporting Items for Systematic Review and Meta-Analysis Protocols) is a framework designed to enhance the transparency and quality of systematic review and meta-analysis protocols;
- helps researchers plan, document, and report their reviews comprehensively;
- enhances transparency and minimizes bias in your review process;
- provides a comprehensive and systematic approach to conducting and reporting reviews;
- increases the credibility and reproducibility of your research;
- using PRISMA-P strengthens the rigor and credibility of your literature review, making it an invaluable tool for researchers engaged in systematic reviews and meta-analyses.

Purpose of PRISMA-P

- Enhance transparency and reproducibility of review protocols;
- reduce bias and improve the quality of systematic reviews;
- PRISMA Statement:

http://www.prisma-statement.org/documents/PRISMA-P%20Statement%20-%20Moher%20Sys%20Rev%20Jan%202015.pdf

Implementing PRISMA-P in a Literature Review

- Planning and Protocol Development;
- clearly outline each component to ensure a systematic and transparent approach;
- keep records of search strategies, inclusion/exclusion decisions, data extraction, and more;
- when writing your literature review, ensure each PRISMA-P component is addressed.

Introducing PRISMA-P checklist

http://www.prisma-statement.org/documents/PRISMA-P-checklist.pdf

How to Carry Out a Literature Review in Humanities: General Considerations

- Define Scope: Clearly define the scope and objectives of your literature review;
- select sources: Identify relevant databases, journals, and books in your field;
- keywords: Develop a list of relevant keywords to guide your search;
- search strategy: Use Boolean operators (AND, OR, NOT) to refine your searches;
- inclusion criteria: Set criteria for including or excluding sources.

How to Carry Out a Literature Review in Humanities: General Considerations

- critical reading: Analyze and evaluate sources for quality and relevance;
- organize notes: Create a system to categorize and organize your notes;
- synthesize: Identify trends, themes, and gaps in the existing literature;
- drafting: Write your literature review, integrating your insights;
- citation management: Use software to manage citations and references.

How to Carry Out a Literature Review in Humanities: Best Practices

- Using PRISMA-P strengthens the rigor and credibility of your literature review;
- stay current: Regularly update your review with recent publications;
- cite widely: Include seminal works and diverse perspectives;
- avoid bias: Remain objective and balanced in your analysis;
- engage in discussions: Attend conferences and engage with peers to learn about emerging research;
- iterative process: Revise and refine your review as your research progresses.

How to Carry Out a Literature Review in Humanities: Best Practices

- Document Search Strategies: Keep a record of your search terms and results;
- check methodology: Assess the quality and rigor of sources' methodologies;
- mind copyrights: Respect copyright regulations when using and sharing sources;
- cite thoroughly: Provide accurate citations for all sources you reference;
- carrying out a comprehensive literature review requires careful planning, systematic searching, critical analysis, and synthesis of findings. Utilizing tools like Scimago, WoS, Google Scholar, ResearchGate, and VOSviewer can enhance the efficiency and depth of your review process.

How to Carry Out a Literature Review in Humanities: Tools 1

Scimago Journal & Country Rank (SJR): https://www.scimagojr.com/

- Evaluates journals based on citation indicators.
- Ranks journals by subject categories and regions.
- High coverage in Humanities.

- Web of Science (WoS): http://webofscience.com/wos/woscc/basic-search
- Multidisciplinary database. The most influential database in the majority of fields and subjects.
- Provides citation analysis and bibliographic information.
- Offers options for tracking citations and collaborations.

How to Carry Out a Literature Review in Humanities: Tools 2

Google Scholar: https://scholar.google.es/

- Broad coverage of scholarly literature.
- Search by author, title, or keywords.
- Provides citation counts and links to citing articles.

- ResearchGate: https://www.researchgate.net/
- Connects researchers and offers access to publications.
- Share and discover articles, preprints, and research data.

Using VOSviewer for Literature Reviews in Humanities: Overview

VOSviewer is a powerful tool for visualizing and analyzing bibliographic data, making it valuable for literature reviews in humanities research.

https://www.vosviewer.com/

- Provides a visual overview of the literature landscape;
- identifies clusters, trends, and connections;
- helps uncover overlooked areas for research;
- VOSviewer enhances your literature review by offering a visual representation of key themes, trends, and relationships within a research field.

Using VOSviewer: ‘Russian Literature’ in the Scopus database

How to use Scopus Documents Tool:

https://blog.scopus.com/posts/scopus-tip-trick-search-smarter-find-faster

- Data Import: Collect relevant articles on "Russian Literature" (like a title and/or keywords) from Scopus Documents;
- analyze, filter and visualize your search results in the Scopus interface;
- download (save as CSV) the data;
- when VOSviewer is installed on the PC, import bibliographic data (CSV file) into VOSViewer;
- follow these steps to carry out a detailed visual research:

https://www.vosviewer.com/documentation/Manual_VOSviewer_1.6.19.pdf

Using VOSviewer for Literature Reviews in Humanities: Terminology

- Term Map
  - Create a term map to visualize frequently occurring keywords;
  - keywords related to "Russian Literature" could include "literary analysis" "Slavic culture" "authors", etc.;
  - larger and connected terms indicate stronger relationships.
- Density Map
  - Density maps reveal clusters of related keywords and terms;
  - identify thematic clusters like "19th-century literature," "Russian classics", "Silver Age", etc.

Using VOSviewer for Literature Reviews in Humanities: Terminology

- Network Map
  - Network maps show connections between articles based on citations and co-authorships;
  - explore influential articles that connect different clusters in the network.
- Gaps and Trends
  - Analyze the visualizations to identify gaps in research and emerging trends;
  - are certain themes or periods more researched? are there overlooked areas?

Citation Styles

Citation styles do not only provide guidelines for referencing and citing but also offer detailed instructions for formatting tables, figures, charts, and other elements to ensure consistency and clarity in academic writing.

- APA (American Psychological Association) - APA Style
  - https://apastyle.apa.org/
  - widely used in the Humanities and Social Sciences;
  - emphasizes author-date citations for in-text references;
  - example: (Smith, 2020) for a single author in the text, and (Smith & Johnson, 2019) for multiple authors.

Citation Styles

- MLA (Modern Language Association) - MLA Style Center
  - https://style.mla.org/
  - focuses on author-page number citations in the text;
  - example: (Smith 45) for a single author in the text, and (Smith and Johnson 78) for multiple authors.
- Chicago (Chicago Manual of Style) - The Chicago Manual of Style Online
  - https://www.chicagomanualofstyle.org/home.html
  - uses footnotes or endnotes for citations.

Citation Styles

- Harvard - Harvard Referencing
  - Utilizes author-date citations in the text;
  - example: Hidalgo (2017, p. 189) / (Hidalgo, 2017, p. 189)

Some journals specify the citation style authors need to follow for submissions.

Here we will focus on APA Citation Style (7th edition).

Types of In-Text Citations

In-text citations come in two formats: parenthetical and narrative.

- Parenthetical Citations
  - Author name and publication date in parentheses;
  - can appear within or at the end of a sentence;
  - (Hidalgo, 2016), (see Hidalgo, 2016, for more detail);
  - when text and citation are together in parentheses, use a semicolon; avoid nested parentheses.

Types of In-Text Citations

- Narrative Citations
  - Author's surname in running text; date in parentheses;
  - author's name can be placed within the sentence where it fits;
  - Hidalgo (2016) noted...

For specific parts like direct quotes, tables, figures, etc., include additional information such as page numbers, table numbers, section numbers, etc.

Multiple Authors

- Two Authors
  - Parenthetical Citation: Include both names with an ampersand (&) in between (Smith & Johnson, 2020);
  - narrative citation: Spell out "and" in between the author names (Smith and Johnson, 2020).
- Three or More Authors
  - Include only the first author's name plus "et al." in both parenthetical and narrative citations (Smith et al., 2020).
- Group/Organization Author
  - In the first citation, spell out the group/organization name with the abbreviated name in parentheses (American Psychological Association [APA], 2020);
  - in subsequent citations, use the abbreviated name (APA, 2020).

Appropriate Citation Practices in APA Style

- The number of cited sources depends on your paper's purpose.
- Generally, cite one or two representative sources per key point.
- Literature reviews may include a more extensive reference list.
- When to provide proper credit to the source:
  - Paraphrasing others' ideas in your own words;
  - directly quoting someone;
  - referring to data or datasets;
  - reprinting or adapting tables, figures, or images;
  - reproducing long text passages or copyrighted test items.

Appropriate Citation Practices in APA Style

- Avoid Undercitation and Overcitation:
  - Undercitation can lead to plagiarism/self-plagiarism;
  - overcitation is distracting;
  - don't repeat citations unnecessarily; cite once if the source remains clear and unchanged.

Plagiarism

Plagiarism is presenting others' work as your own, violating ethical standards.

It denies credit to original authors, hindering research progress.

Avoid Plagiarism:

- Use in-text citations for ideas and direct quotes;
- credit the originators of theories;
- acknowledge the author of a study you model your research after;
- for tables, figures, and images, provide copyright attribution;
- even free internet images require copyright attribution when used.

Self-Plagiarism

Self-plagiarism is presenting your published work as new.

It can mislead readers, violate copyright, and breach academic integrity.

Using Direct Quotations

Direct quotations reproduce words exactly from another source.

When to Use Direct Quotations:

- Reproducing an exact definition;
- when an author's words are memorable or succinct;
- when responding to exact wording or someone's statement.

- Limitations on Direct Quotations:
- Instructors, programs, editors, and publishers may set usage limits.

Formatting Short Quotations

Short quotations (fewer than 40 words) are included within your text in quotation marks.

No additional formatting is needed.

Do not add an ellipsis at the start or end of a quotation unless it's in the original source.

Citing Short Quotations:

- Include a full citation (parenthetical or narrative) in the same sentence;
- include the page number (or other location information) for a direct quotation.

Formatting Short Quotations

Parenthetical Citation Placement:

- Immediately after the quotation or at the sentence's end;
- narrative Citation Placement;
- author and year in the sentence, followed by page number or location info in parentheses;

Punctuation:

- Place periods and commas within closing quotation marks;
- put other punctuation inside quotation marks only when part of the quoted material.

Block quotations

- Block quotations are for quotations of 40 words or more;
- do not use quotation marks for block quotations;
- start a block quotation on a new line, indented 0.5 in. from the left margin;
- double-space the entire block quotation;
- do not add extra space before or after it;
- if the quotation has additional paragraphs, indent the first line of each subsequent paragraph by an extra 0.5 in;
- cite the source either (a) in parentheses after the quotation's final punctuation or (b) include author and year in the narrative before the quotation, placing only the page number in parentheses after the final punctuation;
- do not add a period after the closing parenthesis in either case.

Citing Secondary Sources

Primary sources contain original content; secondary sources refer to content first reported elsewhere.

Cite secondary sources sparingly when the original work is unavailable or in a language you don't understand.

It's good practice to locate and cite the primary source directly, whenever possible.

Citing Secondary Sources:

- In the reference list, provide an entry for the secondary source used;
- in the text, identify the primary source and write "as cited in" the secondary source;
- if the primary source's publication year is known, include it in the text citation;

Reference List

Works Excluded from Reference List

- Personal communications like emails, phone calls, or text messages are cited in the text but not listed in the reference list because they can't be retrieved by readers;
- general mentions of entire websites, periodicals, common software, or apps in the text do not require citations or reference list entries due to their broad and familiar nature;
- epigraph sources, unless the work is scholarly, are typically excluded from the reference list as epigraphs set the stage for the work rather than substantiating key points.

Works Excluded from Reference List

- quotations from research participants in your study can be presented and discussed in the text without citations or reference list entries because they are part of your original research and could compromise confidentiality;
- references in a meta-analysis, marked with an asterisk, may or may not be cited in the text, at the author's discretion;
- these exclusions vary based on specific circumstances and ethical considerations;

References & Bibliographies

- references are essential for documenting and validating statements within your paper;
- APA Style (and the main citations styles) typically requires reference lists, not bibliographies;
- a reference list includes works that directly support the paper's ideas and claims;
- conversely, a bibliography offers additional reading and may include descriptive notes, like an annotated bibliography.


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Elaboration of digital methodological-didactic recommendations and study materials for doctoral students in the field of soft skills

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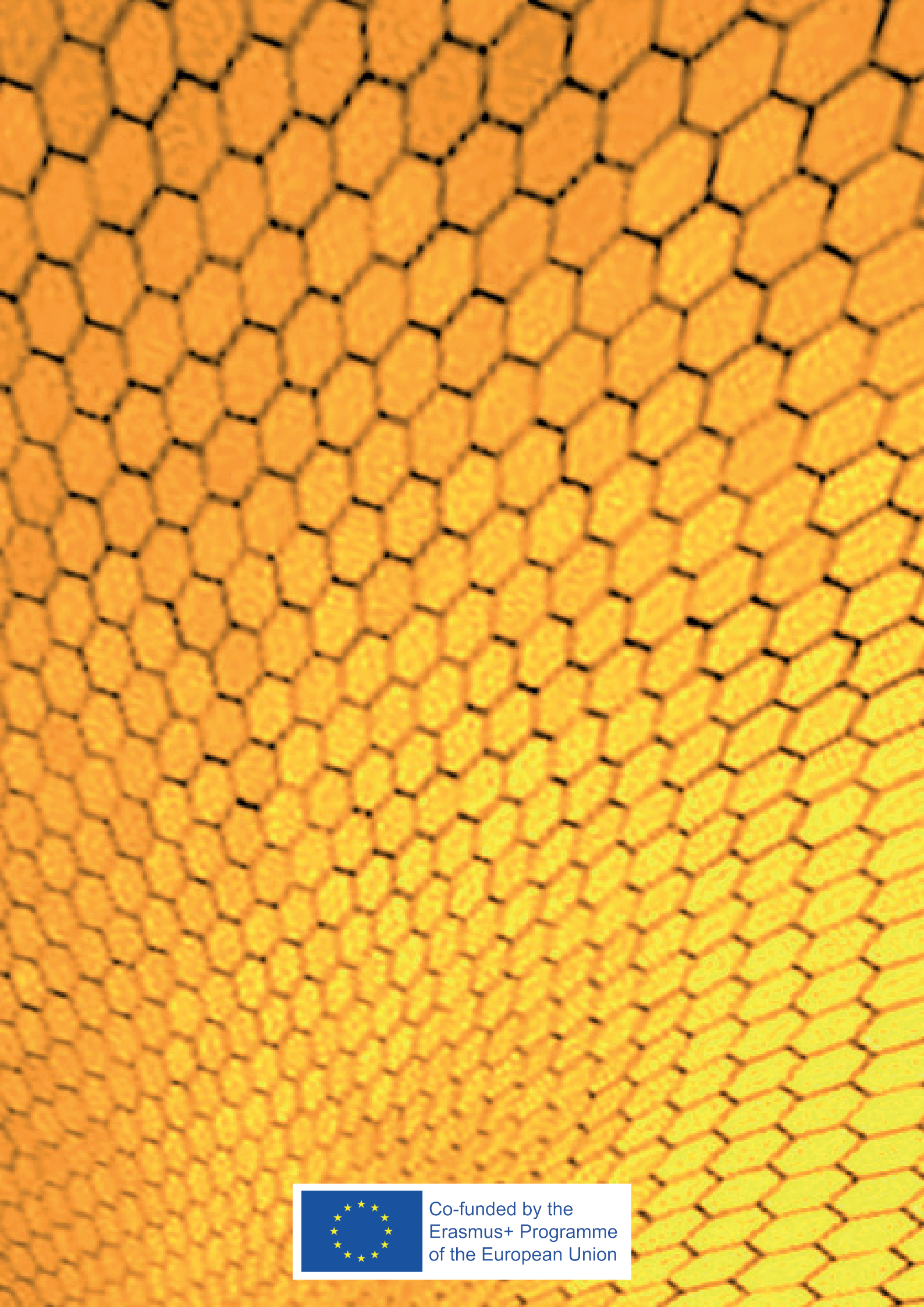

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