



**MINISTER OF EDUCATION, SCIENCE AND SPORT OF THE REPUBLIC
OF LITHUANIA**

**ORDER
ON APPROVAL OF THE DESCRIPTOR OF THE STUDY FIELD OF MANAGEMENT**

30 September 2021 No. V-1776
Vilnius

In accordance with Paragraph 11 of Article 53 of the Law on Higher Education and Research of the Republic of Lithuania:

1. I approve the Descriptor of the Study Field of Management (enclosed).
2. I determine that the higher education institutions have to adjust their study programmes to the Descriptor of the Study Field of Management approved by Clause 1 hereby until 01 September 2022.

Minister of Education, Science and Sport

Jurgita Šiugždinienė

APPROVED

by Order No. V-1776 of the Minister of Education, Science and Sport of the Republic of Lithuania of 30 September 2021

DESCRIPTOR OF THE STUDY FIELD OF MANAGEMENT

**CHAPTER I
GENERAL PROVISIONS**

1. The Descriptor of the Study Field of Management (hereinafter – Descriptor) regulates the special requirements for the study programmes in the study field of Management (L02) that belongs to the group of study fields of Business and Public Administration (L). The Descriptor regulates the study field of management (hereinafter – management field) in the scope not covered by the General Requirements for the Studies approved by Order No. V-1168 of the Minister of Education and Science of the Republic of Lithuania of 30 December 2016 “On approval of the General Requirements for the Studies.”

2. The Descriptor was prepared in consideration of the AACSB (Association to Advance Collegiate Schools of Business) recommendations 2013 on Eligibility Procedures and Accreditation Standards for Business Accreditation (edition of 01 July 2018), the Guidelines of the European Quality Network (EQUAL) for undergraduate degrees in general business and management.

3. The Descriptor’s requirements shall be applied for college study programmes and university study programmes of the first and second cycles that may be conducted as full-time or part-time studies.

4. The persons, who complete the studies in the management field, receive professional bachelor’s / bachelor’s /master’s degree in business management that is in conformity with the sixth/seventh level of the Lithuanian Qualifications Framework and the European Qualifications Framework for lifelong learning, and is attested by the diploma of professional bachelor / bachelor/master and diploma supplement.

5. The studies in the field of management may be provided as interdisciplinary studies only if the learning outcomes characteristic to the management study programme are achieved in full. The integrity of these subjects in the study process and significance of the provided knowledge and skills for management specialist have to be substantiated well in the structure of the study programme.

6. The study programmes in two fields (management and other field) are possible only in the first cycle, provided the volume of the study programme is 240 credits. The study programme in two fields has to satisfy all the requirements of descriptors of both study fields and assure achievement of learning outcomes of both fields.

7. There are no special requirements established in the Descriptor for the persons applying to the studies of the first cycle.

8. The persons may be admitted to the studies of the second cycle in the field of management:

8.1. if they have completed the university studies of the first cycle in the group of study fields of Business and Public Administration, and if they satisfy the requirements established by the respective higher education institution;

8.2. if they have completed the university studies of the first cycle in the group of social study fields conforming to particularity of the selected study programme, and if they satisfy the requirements established by the respective higher education institution;

8.3. if they have completed the university studies of the first cycle in other fields and bridging courses of the subjects complying to the particularity of the study programmes of management, the list and content whereof are determined by the higher education institution;

8.4. if they have completed the college studies in the group of study fields of Business and Public Administration or Social Sciences and bridging courses, the list and content whereof are determined by the higher education institution.

9. The purpose of the studies in management field is to provide an opportunity to the students to gain knowledge about management and development of organisations, institutions and other social systems, and skills that allow applying this knowledge constructively in the professional activities, to recommend the appropriate research methods and tools, to train the competence to solve theoretical and practical management problems, to continue the studies and research in management and related fields, and to be ready to improve continuously through life-long learning.

10. The graduates of the studies in management field will be able:

10.1. to substantiate their professional activities by knowledge and understanding, how the organisations and other social systems are designed, managed and developed;

10.2. to apply the research methods and tools creatively and critically while solving theoretical and practical management problems;

10.3. to collect, structure, analyse, interpret and use the information necessary for professional activities, to formulate the reasoned insights, and to make the justified decisions;

10.4. to express ideas on the management topics orally and in writing, professionally and in the reasoned mode, to participate in discussions with professionals and other interested groups;

10.5. to comply with the principles of sustainable management, while developing organisations, institutions and other social systems;

10.6. to improve professional competence, to endeavour at personal and professional growth, to comply with professional ethics, and to learn all life.

CHAPTER II CONCEPT AND SCOPE OF THE STUDY FIELD

11. Management as an object of studies includes all the processes of designing, management and development of organisations, institutions and other social systems.

12. The management field is closely related to the studies in the fields of other social sciences – accounting, marketing, management of human resources, finances, business, economics, communication, psychology, sociology, politics, law, and other studies, because it is based on knowledge and achievements in these fields. Modern management research is carried out by integrating the knowledge of other social sciences about micro- and macroenvironment's factors that affect cognition of (self-)development processes of organisations and social principles, and management decision making. Therefore, it is urged to include the subjects of other social sciences into the management studies. The management studies have to disclose complexity of designing, management and development processes of organisations, institutions and other social systems and the character of management decisions within the contexts of different levels (organisational, national, international and global). Management has to be distinguished by diversity of theoretical approaches and discussions, while the research has to be based on application of various methodologies and/or their harmonisation. Interdisciplinarity and multidisciplinary are characteristic to management studies.

13. The purpose of the studies in the field of management is to provide education that creates conditions:

13.1. to be able to perform the main management functions necessary to enable the organisations, institutions and other social systems;

13.2. to have knowledge and skills necessary to design, manage and develop organisations, institutions and other social systems, to analyse and solve the performance problems in consideration to a complex and dynamic external and internal environment of these systems;

13.3. to train the need to take interest in novelties in the field of management, to be able to apply the management knowledge under various circumstances and within different organisational contexts, to combine it with knowledge in other social study fields, and to understand the impact of made decisions on the organisation and its environment;

13.4. to develop erudition, to be able to think creatively and critically, to see and understand the management object as an integral system of different activities, and to improve own professional competence through life-long learning.

14. The graduates of the studies of the first cycle will be able to work as specialists of various management fields in industrial, commercial or service enterprises or public sector, and to establish and/or develop own enterprises and organisations. The studies may be continued in the second cycle.

15. The graduates of the studies of the second cycle will be able to work as specialists and managers of various management fields in industrial, commercial or service enterprises or public sector, internal and external consultants on creation and development of organisations, and experts of specific fields of managerial activities. Besides, they will be able to work in business, governmental and non-governmental organisations that analyse strategic and current activities of companies, organisations and institutions, research of performance efficiency, possibilities of its improvement and organisational development, and other activities that need management competence, to work in the field of scientific and/or other research, and to continue PhD studies.

CHAPTER III GENERAL AND SPECIAL LEARNING OUTCOMES

16. While studying management, the person has also to develop general management skills, social, research, field-specific and personal skills.

17. The learning outcomes of particular subjects have to be related to the learning outcomes of the study programmes.

18. The professional activities of the specialists prepared in the study field of management of the first and second cycles have to be based on total knowledge, skills and values; however, the learning outcomes of professional bachelor, bachelor and master programmes differ.

19. At the completion of the college studies of the first cycle, the following learning outcomes have to be achieved:

19.1. knowledge and its application. The person:

19.1.1. is able to describe key management concepts and principles;

19.1.2. is able to describe and analyse economic, political, legal, technological, social and cultural environment of the company or organisation;

19.1.3. knows and understands main management theories and functions and is able to apply them in practice;

19.1.4. is able to apply management skills to plan, organise, control and improve the management processes;

19.1.5. knows the management fundamentals of finances, marketing, accounting, management of human resources, and process management, and is able to apply them in practice;

19.1.6. understands and is able to apply the principles of social responsibility and ethics;

19.2. skills to carry out research. The person:

19.2.1. is able to carry out applied empirical research, to apply qualitative and quantitative research methods, to collect, systemise and analyse data;

19.2.2. is able to form conclusions and to use the accumulated information purposefully to solve the management problems;

19.3. field-specific skills. The person:

19.3.1. is able to collect, structure and analyse the performance data of the company (organisation);

19.3.2. is able to assess the performance results of management functions and to make suggestions, how to improve management;

19.3.3. is able to use modern technologies within different contexts of companies (organisations);

19.3.4. is able to recognise and accept the socially responsible management decisions of companies (organisations), and to comply with the principles of professional ethics;

19.4. social skills. The person:

19.4.1. is able to communicate and collaborate with specialists of various fields and group representatives;

19.4.2. is able to work individually and in team;

19.4.3. is able to express smoothly and consistently thoughts in writing and orally, to communicate effectively in professional environment;

19.4.4. is able to work in multicultural work environment;

19.5. personal skills. The person:

19.5.1. is able to communicate effectively in writing and orally (written and oral communication);

19.5.2. is able to analyse problems (analytical thinking);

19.5.3. is able to perceive oneself within the social context (reflective thinking).

20. At the completion of the university studies of the first cycle, the following learning outcomes have to be achieved:

20.1. knowledge and its application. The person:

20.1.1. knows and understands economic, political, legal, technological and social context of the company or organisation in global society; is able to assess this context by making management decisions in the company or organisation;

20.1.2. understands social responsibility, including sustainable and ethical business behaviour;

20.1.3. understands theories of finances, financial markets, is familiar with the instruments of financial analysis and principles of preparation of financial reports; and is able to apply this knowledge in practice;

20.1.4. knows and understands systems and principles of organisations, including planning and design, manufacture and/or operations, supply chains, marketing, management and distribution of human resources; and is able to apply this knowledge in practice;

20.1.5. is able to explain group and individual behaviour in organisation and society, including changes in the employees' behaviour due to digitisation and robotisation of work places induced by technologies;

20.2. skills to carry out research. The person:

20.2.1. is able to define and select the suitable methods to carry out research relevant for the organisation;

20.2.2. is able to collect, analyse and interpret the data necessary to solve management problems;

20.3. field-specific skills. The person:

20.3.1. is able to identify ethical issues and to solve them socially responsibly, by applying theoretical knowledge based on the results of new fundamental and applied research (ethical understanding and reasoning);

20.3.2. is able to make evidence-based management decisions for companies (organisations) that would integrate current and emerging technologies, including application of statistical methods and means, data management, and data analytics (technological mobility);

20.3.3. is able to use and spread data ethically, in consideration to data privacy and safety;

20.3.4. is able to analyse non-structured problems, to formulate decisions and to communicate effectively with all the interested parties;

20.4. social skills. The person:

20.4.1. is able to work effectively in team (interpersonal relations and team work);

20.4.2. is able to work effectively in miscellaneous and multicultural work environment (miscellaneous and multicultural environment);

20.4.3. is able to communicate effectively in at least one foreign language in the professional environment;

20.5. personal skills. The person:

20.5.1. is able to communicate effectively in writing and orally (written and oral communication);

20.5.2. is able to analyse and systemise problems (analytical thinking);

20.5.3. is able to perceive oneself within the social context (reflective thinking);

20.5.4. is able to adjust quickly to new technologies because of the trained approach “I know to learn”;

20.5.5. is able to study independently after self-assessment of knowledge.

21. At the completion of the university studies of the second cycle, the following learning outcomes have to be achieved:

21.1. knowledge and its application. The person:

21.1.1. is able to understand companies (organisations) and their stakeholders, external context, where the companies (organisations) are operating, and knows how to manage them in consideration to long-term and sustainable perspective;

21.1.2. is able to understand and apply systematically modern management theories in the global, complex and uncertain conditions in order to improve business and management practices;

21.1.3. is able to foresee potential impact of management decisions on business and society;

21.1.4. is able to understand and apply the principles of creation of sustainable value;

21.1.5. has management skills based on the results of fundamental and applied research that create a ground for the ability to create new knowledge;

21.2. skills to carry out research. The person:

21.2.1. is able to select, systemise and assess critically certain scientific research on management topics;

21.2.2. is able to develop and carry out independently research in the field of management;

21.2.3. is able to interpret the research results and to present managerial decisions;

21.3. field-specific skills. The person:

21.3.1. is able to assume leadership in various situations of professional activities;

21.3.2. is able to supervise activities of other employees within miscellaneous global context;

21.3.3. is able to make decisions and to substantiate them properly in various situations under uncertain conditions;

21.3.4. is able to integrate knowledge of various fields;

21.4. social skills. The person:

21.4.1. is able to supervise the team and to assume responsibility for its results;

21.4.2. is able to communicate effectively, smoothly and consistently orally and in writing in at least one foreign language, to discuss relevant management practical and theoretical issues, including presentation of business ideas, preparation of business reports, consultations, and expert evaluation;

21.4.3. is able to organise and carry out individual and group research, as well as in the interdisciplinary team, to assess the effectiveness of group work, to apply the principles of group formation, assignment and management of tasks, to comply with the professional ethics and civic consciousness;

21.4.4. is able to organise independently preparation of performance plans and projects, to supervise their implementation, and to assess effectiveness of such activities;

21.5. personal skills. The person:

21.5.1. is able to innovate and initiate new business projects and to manage them;

21.5.2. is able to apply strategic, critical and constructive thinking when making management decisions in complex and undefined situations;

21.5.3. is able to improve and develop professional competence independently through life-long learning;

21.5.4. is able to make decisions based on ethics and sustainable development.

CHAPTER IV TEACHING, LEARNING AND ASSESSMENT

22. The principle of life-long learning should be implemented in the teaching and learning process. The programme, its content and didactic system should motivate the students to use various resources and sources of knowledge acquisition, and the teaching staff should be motivated to integrate novelties into the teaching and learning process.

23. Teaching has to be based on contemporary and relevant content of research and practical achievements of management and the taught subject.

24. The didactic system of the study programme should help to get the necessary knowledge, to train field-specific, research, social and personal skills.

25. The teachers have to understand the didactic conception of the study programme, their competences have to comply with the requirements of the study programme. They have to be able to create the programme of particular subject/module in consideration to the study programme, to which the respective subject/module belongs. When preparing the study material, the teachers have to use the latest research developments, to know the links of the taught subject/module with other study and research fields, to be able to improve the teaching and studying content, and to choose the appropriate methods of teaching and assessment of students' achievements that would be oriented to students.

26. The teaching and learning methods have to be diverse and effective. The tasks of independent work have to comply with the learning outcomes of the study programme and to motivate the students. The work time of students and teaching staff and material resources (libraries, laboratories, equipment, etc.) have to be used rationally.

27. Various study methods have to be applied in the course of studies, depending on the character of subject. The recommended study methods in the field of management: traditional and interactive lectures, practical sessions, laboratory works, tasks to search for and summarise information, case studies, debates, problem analysis and solution, individual and group works, sets of report presentation, consultations, etc. The same methods may be applied in different cycles of studies; however, their application in the second cycle has to be linked to deeper understanding of the content and more complex tasks. They have to induce the student to present own insights independently, critically and responsibly, and to integrate competences of various fields.

28. The knowledge and skills described in the learning outcomes have to be assessed formally. The students have to receive timely feedback on their work results.

29. All the assessments of the students have to be based on clearly formulated, objective criteria that are known in advance. The volumes of works and assessment methods and criteria of the students' achievements and learning outcomes have to be provided and defined clearly in the study programme.

30. The assessment system has to cover the assessment methods that allow monitoring the achievements of the studied subject/module and to assess the students' knowledge and skills coherently. The assessment methods have to be clearly linked with the content of the subject/module and the applied study methods. It is suggested for the teachers to choose different assessment methods and modes. The recommended assessment methods: examination, analysis of problem solution, test, presentation, seminar, report on laboratory works, report on practical training, assessment of reports on individual and group works, self-assessment, etc. The teachers have to know the methodical aspects of their application and to be encouraged to create and apply integrated assessment methods.

31. The assessment system of the students' achievements has to be documented clearly, to be understandable and transparent, hence allowing to make sure that the graduates of the study programme will have achieved the level of the learning outcomes defined in the study programme..

32. The assessment of knowledge and skills described in the learning outcomes of the studied subject/module has to be based on the principle of objectivity. The assessments have to be

based on clearly formulated criteria that are known in advance and followed by constructive comments (feedback). When the assessment criteria are formulated, the lowest achievement level complying to the lowest positive evaluation has to be indicated. When the student's achievements are assessed, it is recommended to apply the cumulative score.

CHAPTER V

REQUIREMENTS FOR IMPLEMENTATION OF STUDY PROGRAMMES

33. The study programme has to comply with the requirements for study programmes established in the present Descriptor and in other legal acts governing the studies, to be relevant, to comply with the level of research and study field, and it has to be improved and updated all the time. The executors of studies have to make sure that the study programme provides possibilities to the students to get familiar with the content of novelties and innovative topics still while studying, and that the students are motivated to see and foresee the perspectives of development of the study field and professional activities based on the latest scientific achievements.

34. The fulfilment of the study programme has to be based on its quality supervision, involving all the interested parties.

35. The learning outcomes of the study programme have to be clear and accessible. The structure of the study programme has to reveal the particularity and specifics of the study field of management.

36. The study programme has to be formed in such a way as to satisfy the needs of various planned groups of students linked to duration and intensity of students, diverse schedules, geographical peculiarities, and possibility to make individual curricula or combinations of qualifications.

37. There are no special requirements determined in the Descriptor for the teachers of the study programmes in the field of management.

38. Practical training is an integral part of the studies of the first cycle in the management field. The purpose of practical training is to develop the student's abilities to link the theoretical knowledge with solution of practical problems. The higher education institution has to suggest a list of possible places for the practical training to the students. The student may find a place for practical training himself / herself, upon approval of the higher education institution. When the institution for practical training is chosen, a trilateral agreement between the student, the higher education institution and the institution of practical training is made.

39. Practical training has to be organised according to the procedure of organisation of practical training prepared by the higher education institution. The idea of cooperation with social partners has to be implemented in the course of organisation of practical training. The practical assignments have to be selected by linking the student's academic preparation to the competence of practical activities. It is recommended to involve the supervisors of practical training in institutions into the process of improvement of organisation of practical training and content of practical assignments.

40. It is recommended to organise introductory, educational, professional and final professional practical training in case of college studies. The introductory and educational practical training may be carried out in lecture halls and/or practical training companies. In the course of educational training practice, as much as it is possible, a real work situation has to be created and the practical assignments have to be prepared according to the performance data of particular company, institution or organisation, with the help of legal acts, statistical data, and computer hardware. Other practical training has to be conducted in companies, institutions and organisations according to the trilateral agreements for practical training. The final professional practical training has to be included into the study process. It has to be carried out under the approved contract for the student's practical training. The purpose of final professional practical training is to train the students' abilities to link the theoretical knowledge with solution of practical problems. In the course of practical training, the students have to collect the data of final thesis and to acquire skills of practical, organisational and

project-based work. The main form of practical training of the final professional practical training is the time-defined work in various international and national organisations, private (manufacture, trade, services and other areas), public (public service) sectors, in other enterprises and institutions and organisations of public sector during the studies.

41. The practical training of the university studies of the first cycle has to be carried out in companies, institutions and organisations according to the trilateral agreements. The practical training under bilateral agreement with the employer may be set off if the acquired competences match the aimed learning outcomes of the practical training. The work in the place of practical training has to be organised properly. The higher education institution and organisations of practical training have to cooperate when preparing individual assignments to students. Practical training may be performed according to the approved assignment and foreseen duration. Presentation and evaluation of the students' work reports may be included into this process.

42. The studies in management field of all cycles end in final thesis (project). The final thesis (project) has to be based on knowledge and skills acquired in the course of studies and directed to achievement of the learning outcomes of the study programme. The final thesis shall be prepared and defended in accordance with the methodical requirements for preparation and defence of final theses prepared and approved by respective higher education institution.

43. The professional bachelor thesis (project) has to reveal the students' ability to understand and analyse management phenomena and processes and to apply creatively the theoretical knowledge and practical skills while solving the management problems. At least one member of the assessment commission of the final thesis has to be a professional management practitioner (manager/leader).

44. The bachelor thesis (project) has to reveal the students' ability to understand and analyse management phenomena and processes and to apply creatively the theoretical knowledge and practical skills while solving the management problems; it has to be based on independent applied research, ability to analyse and interpret the research results, to form reasoned research conclusions and recommendations. At least one member of the assessment commission of the final thesis has to be a professional management practitioner (manager/leader) or a teacher from another higher education institution that prepares management specialists.

45. The master thesis (project) has to be based on analysis, synthesis and critical assessment of research works on the selected topic of the management field, independent research, ability to analyse and interpret the research results, to form reasoned research conclusions and recommendations. At least one member of the assessment commission of the final thesis has to be a professional management practitioner (manager/leader) or a researcher from another higher education institution that prepares management specialists.

46. There are no special requirements determined in the Descriptor for material and methodical resources.

47. The teaching material and sources of literature have to be available in libraries and/or in electronic space. During the contact classes and while carrying out the individual works, the students should be able to use the software necessary to acquire practical skills (simulation games to solve management problems, statistical software intended to process research data, etc.).
