



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

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

21 October 2021 No. V-1923
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 Human Resource Management (enclosed).
2. I determine that the higher education institutions have to adjust their study programmes to the Descriptor of the Study Field of Human Resource Management approved by Clause 1 hereby until 01 September 2022.

Minister of Education, Science and Sport

Jurgita Šiugždinienė

APPROVED
by Order No. V-1923 of the Minister of
Education, Science and Sport of the Republic of
Lithuania of Lietuvos of 21 October 2021

DESCRIPTOR OF THE STUDY FIELD OF HUMAN RESOURCE MANAGEMENT

CHAPTER I GENERAL PROVISIONS

1. The Descriptor of the Study Field of Human Resource Management (hereinafter – Descriptor) regulates the special requirements for the study programmes in the study field of Human Resource Management (L06) that belongs to the group of study fields of Business and Public Administration (L). The Descriptor regulates the study field of human resource management (hereinafter – field of human resource management) 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) and the Guidelines of the European Quality Network (EQUAL) for Undergraduate Degrees in General Business & 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 field of human resource management, 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 issued by respective higher education institution.

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

6. The study programmes in two fields (human resource management and other field) are possible 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 human resource 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 (conformity is determined

by the higher education institution), and if they satisfy other 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 human resource 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 is to provide an opportunity to the students to gain knowledge about creation and development of human resource management systems, management of humans in organisation, to form the skills to apply this knowledge constructively in the professional activities, to recommend the appropriate research methods and tools to the students, to train the competence to solve theoretical and practical problems of human resource management, to continue the studies and research in the field of human resource management and related fields, and to be ready to improve continuously through life-long learning.

10. The graduates of the studies in the field of human resource management 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 problems of human resource management;

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 human resource 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. The human resource management as an object of studies includes involvement of human resources into the organisation, their development and maintenance, in the course of creating of appropriate work conditions and maintaining high work motivation while pursuing the aims of the organisation.

12. The field of human resource management is closely related to the studies in the fields of accounting, marketing, finances, management, business, economics, psychology, sociology, law, and other studies, because it is based on knowledge and achievements in these fields. Human resources are considered to fall among the key resources in management that are used together with other resources of the organisation, but that (contrary to the organisation's resources of other types) do not belong to the organisation completely and cannot be controlled by it. The human resources in economics are analysed on micro- and macrolevels. Psychology examines individual human characteristics that enable adaptation of humans in the organisations and discovery of their potential. Law analyses the aspects of labour law and employment relations.

13. The studies have to unfold the complexity of human resource management and its peculiarities in the organisations of different types (business, public and non-governmental) and sizes, and in various sectors of economics and State management. The human resource management has to be characterised by diversity of theoretical approaches and discussions, while the research

has to be based on application and/or harmonisation of various methodologies. Interdisciplinarity and multidisciplinary are characteristic to the studies of human resource management.

14. The purpose of the studies in the field of human resource management is to provide education to future specialists that creates conditions:

14.1. to be able to perform the main human resource management functions necessary to enable the human resource management systems and processes within the context of organisations and business processes;

14.2. to have knowledge and skills necessary to design and develop human resource management systems responding to the organisation's policy and strategy, socioeconomic and cultural development of the external environment, and technological process;

14.3. to have knowledge and skills necessary to attract, develop and maintain competent human resources;

14.4. to be able to apply knowledge in the field of human resource management in various circumstances, to coordinate it with the knowledge in the field of management and social sciences, to understand the particularity of decision making in the field of human resources, and their influence on the organisation's performance results, and to show interest in novelties and research in human resource management;

14.5. to develop erudition, to be able to think creatively and critically, and to improve own professional competence through life-long learning.

15. The main functions of professional activities in human resource management are administrative, operational and strategical. The administrative functions include handling of legal, statistical and other documentation on human resources. The operational functions are related to uninterrupted supply of the organisation with human resources and their management. The strategical functions cover formation of human resource management policy, its coordination with the organisation's objectives and other fields of managerial activities, improvement of human resource system and processes, whole installing innovations. The main functions of professional activities in human resource management have to be reflected in the subjects of the study programmes in this field. It is recommended to focus on the knowledge and skills that enable administrative and operational functions in the study programmes of the first cycle, and to provide the knowledge and to train the skills necessary to carry out the strategical function in the study programmes of the second cycle.

16. The graduates of the college studies and the university studies of the first cycle will be able to work as human resource specialists in the fields of planning, attraction, selection of human resources, business management and development, motivation and remuneration, assurance of welfare and equal opportunities, and in other operational and administrative fields of human resource management in business, public or non-governmental organisations.

17. The graduates of the studies of the second cycle will be able to work as human resource specialists and managers: to formulate the policy and strategy of human resource management, to coordinate them with the organisation's objectives (vision, mission and strategy), to supervise and improve the human resource management system and processes, to introduce innovations in human resource management, to respond to the changes, and to work in other strategical fields of human resource management in business, public or non-governmental organisations, and to continue PhD studies.

18. The study programmes have to comply with and to be directed to the needs of the labour market and to take further development of research in human resource management into consideration as it enables forecasting tendencies of changes in this study field and profession.

19. The content of the study programmes has to be directed to local, national and international needs and priorities described in the Lithuanian and the European Union's strategical documents.

CHAPTER III GENERAL AND SPECIAL LEARNING OUTCOMES

20. While studying human resource management, the person has to develop knowledge of human resource management, social, research, field-specific and personal skills.

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

22. The professional activities of the specialists prepared in the college and university study programmes have to be based on total knowledge, skills and values; however, the learning outcomes of professional bachelor, bachelor and master study programmes differ.

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

23.1. knowledge and its application. The person:

23.1.1. knows and understands key concepts and principles of human resource management;

23.1.2. knows and understands key theories and functions of human resource management;

23.1.3. is able to apply the latest developments in human resource management in practice;

23.1.4. knows and understands the principles of social responsibility and ethics.

23.2. skills to carry out research. The person:

23.2.1. is able to carry out applied empirical research in human resource management: to collect, systemise and analyse data;

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

23.3. field-specific skills. The person:

23.3.1. is able to collect, structure and analyse the data of activities with human resources;

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

23.3.3. is able to use modern technologies for fulfilment of the functions in human resource management;

23.3.4. is able to recognise and make the socially responsible decisions and to comply with the principles of professional ethics;

23.4. social skills. The person:

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

23.4.2. is able to work individually and in team;

23.4.3. is able to assess quality of own work and that of the organisation's employees, to assume responsibility for the outcomes, and to act in compliance with professional ethics and civil consciousness;

23.5. personal skills. The person:

23.5.1. is able to communicate efficiently in writing and orally;

23.5.2. is able to assess critically own professional work and that of the colleagues and to understand moral responsibility for the performance results;

23.5.3. is able to improve professional competence independently through life-long learning.

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

24.1. knowledge and its application. The person:

24.1.1. knows and understands theories of human resource management;

24.1.2. understands functioning of human resources in organisations and principles of human resource management;

24.1.3. knows administrative and operational functions of human resource management;

- 24.1.4. knows and understands principles of social responsibility and business ethics;
- 24.2. skills to carry out research. The person:
 - 24.2.1. is able to select the suitable methods to carry out research in the field of human resource management;
 - 24.2.2. is able to collect, process, interpret, and analyse the data necessary to solve problems of human resource management;
- 24.3. field-specific skills. The person:
 - 24.3.1. is able to collect and analyse the data of human resources in consideration to data privacy and security;
 - 24.3.2. is able to assess development of activities of human resource management and to make suggestions, how to improve them;
 - 24.3.3. is able to analyse the tendencies in labour market with the help of critical thinking and to make reasoned solutions of the problems of human resource management;
- 24.4. social skills. The person:
 - 24.4.1. is able to work effectively individually and in team;
 - 24.4.2. is able to communicate efficiently in at least one foreign language in the professional environment;
 - 24.4.3. is able to assume responsibility for own work results, and to act in compliance with professional ethics and civil consciousness;
- 24.5. personal skills. The person:
 - 24.5.1. is able to assess critically own professional work and that of the colleagues and to understand moral responsibility for own work and its consequences;
 - 24.5.2. is able to make independent decisions in complex situation, develops the learning skills all the time, and plans the learning process;
 - 24.5.3. is able to improve professional competence independently through life-long learning and to engage in diverse activities based on innovation and ethics.
- 25. At the completion of the university studies of the second cycle, the following learning outcomes have to be achieved:
 - 25.1. knowledge and its application. The person:
 - 25.1.1. is able to apply systematically modern human resource management theories in order to learn practical phenomena and to instil innovations of human resource management in the changing environment;
 - 25.1.2. has fundamental and applied research skills and is able to apply them to foresee the impact of the made decisions on the organisation and its environment in the field of human resource management;
 - 25.1.3. is able to notice and understand the changes in the labour market and to foresee the problems of human resource management under uncertainty conditions;
 - 25.2. skills to carry out research. The person:
 - 25.2.1. is able to systemise, analyse and assess critically scientific research in the field of human resource management;
 - 25.2.2. is able to initiate, organise and carry out scientific research in the field of formation of human resource management strategy;
 - 25.2.3. is able to interpret research results and to integrate the knowledge of human resource management for decision making and determination of the impact of such decisions on the organisation's environment;
 - 25.3. field-specific skills. The person:
 - 25.3.1. is able to apply systematic approach for assessment of human resources in the organisation and for formation of human resource management policy in the organisation;
 - 25.3.2. is able to solve non-routine issues of human resource management in complex and undefined situations;
 - 25.3.3. is able to apply the latest methods of human resource management and to integrate the knowledge of different subjects to introduce novelties;

25.4. social skills. The person:

25.4.1. is able to communicate efficiently and consistently orally and in writing in at least one foreign language, to discuss relevant practical and theoretical issues of human resource management, to present ideas, to consult, and to carry out expert evaluation;

25.4.2. is able to plan, organise and carry out individual and group research, to assess the effectiveness of group work, to apply the principles of group formation, assignment and coordination of tasks, and to comply with the professional ethics and civic consciousness;

25.4.3. is able to initiate and organise preparation of plans and projects on human resource management, to supervise their implementation, and to assess effectiveness of such activities;

25.5. personal skills. The person:

25.5.1. is able to formulate independently the strategical solutions of the development of human resources in complex and undefined situations;

25.5.2. is able to demonstrate critical and constructive thinking skills when making human resource management decisions, and understands moral and social responsibility for the consequences of own decisions;

25.5.3. is able to initiate and supervise activities of human resource management, to choose an improvement direction, and to learn independently all the time.

CHAPTER IV TEACHING, LEARNING AND ASSESSMENT

26. 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.

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

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

29. 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.

30. 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.

31. 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 human resource 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.

32. 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.

33. 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.

34. 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.

35. 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.

36. 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

37. 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.

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

39. 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 human resource management.

40. 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.

41. There are no special requirements determined in the Descriptor for the teaching staff of the study programmes in the field of human resource management.

42. Practical training (internship) is an integral part of the studies of the first cycle in the field of human resource management. 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.

43. 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.

44. 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.

45. 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 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.

46. The studies in the field of human resource management 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.

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

48. The bachelor thesis (project) has to reveal the students' ability to understand and analyse the phenomena and processes of human resource management and to apply creatively the theoretical knowledge and practical skills while solving the human resource 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 human resource management practitioner (manager/leader) or a teacher from another higher education institution that prepares human resource management specialists.

49. The master thesis (project) has to be based on analysis, synthesis and critical assessment of research works on the selected topic of the human resource 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 human resource management practitioner (manager/leader) or a researcher from another higher education institution that prepares human resource management specialists.

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

51. 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 (e.g., simulation games to solve human resource management problems, statistical software intended to process research data of human resource management, etc.).
