



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

V. A. Graičiūno aukštosios vadybos mokyklos  
***MARKETINGO IR PARDAVIMŲ VADYBOS***  
**PROGRAMOS (653N20005)**  
**VERTINIMO IŠVADOS**

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**EVALUATION REPORT**  
***OF MARKETING AND SALES MANAGEMENT***  
**(653N20005)**

**STUDY PROGRAMME**

at V. A. Graičiūnas School of Management

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Išvados parengtos anglų kalba  
Report language - English

Vilnius  
2013

## DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	Marketingo ir pardavimų vadyba
Valstybinis kodas	653N20005
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Vadyba
Studijų programos rūšis	Koleginės studijos
Studijų pakopa	Pirmoji
Studijų forma (trukmė metais)	Nuolatinė (3) Išėstinė (4)
Studijų programos apimtis kreditais	180
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Vadybos profesinis bakalauras
Studijų programos įregistravimo data	2006-09-26

## INFORMATION ON ASSESSED STUDY PROGRAMME

Name of the study programme	Marketing and Sales Management
State code	653N20005
Study area	Social Sciences
Study field	Management
Kind of the study programme	College Studies
Level of studies	First
Study mode (length in years)	Full-time (3), Part-time (4)
Scope of the study programme in credits	180
Degree and (or) professional qualifications awarded	Professional Bachelor of Management
Date of registration of the study programme	26/09/2006

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## I. INTRODUCTION

V. A. Graičiūnas School of Management (hereinafter – AVM; College) is a non - profit HE institution established in 1993. The AVM runs its operations from two campuses: Vilnius and Kaunas. The AVM is managed as a total entity, having one management organization for both campuses: Director, Head of Academic Affairs and Quality Manager. The HE institution is led by College Council, Academic Council and Student Council of the College.

This report is built on the external evaluation of the *Marketing and Sales Management programme* at V. A. Graičiūnas School of Management Kaunas campus. The international team of experts was led by Dr. Michael Emery (UK, Director of International Higher Education Evaluations for Quality and Standards, former Her Majesty's Inspector for Higher Education); the other team members were Dr. Jorgen Ljung (Sweden, Professor of Management, International Coordinator at Linköping University), Eneken Titov (Estonia, Expert for Estonian Higher Education Quality Agency, Estonian Entrepreneurship University of Applied Sciences), Dr. Neringa Ivanauskienė (Lithuania, Associate professor, Vice-dean of Academic Affairs at ISM University of Management and Economics), Rasa Bartkutė (Lithuania, Head of Cultural Activities Management Department at Vilnius College), and Justas Nugaras (Lithuania, PhD student, former SKVC member of the board, former students representative for higher education reform at National Students Representation, former president of Student union of Vilnius Gediminas Technical University).

The external evaluation is based upon the Self evaluation report (SER) as the primary source of information; other documents and study materials provided by the AVM authorities and information obtained during the visit. The SER was produced by the AVM self evaluation group constituted by the Director's order. The site visit to the AVM campus in Kaunas took place on Thursday 3rd of October 2013. During the visit the expert team had meetings with the AVM administration, SER authors, teaching staff, students, graduates and social partners.

The SER is prepared by the guidelines of the Centre for Quality Assessment in Higher Education. The changes in the programmes curriculum and other areas highlighted for improvement during previous evaluation and programme accreditation decision are presented in SER, the main strengths and weaknesses of the programme are pointed out.

However the Expert team would like to express the opinion that the information in the SER is not clearly presented, it contains errors regarding the programme's schedule and not all syllabuses of the courses are provided in the annexes. Although the programme that had to be evaluated is *Marketing and Sales Management*, the name of the programme cited initially in the SER is *International Business and Communication* (SER, p.2). The AVM claimed this to be a typographical mistake when the Experts queried it.

## II. PROGRAMME ANALYSIS

### ***1. Programme aims and learning outcomes***

The title of the study programme *Marketing and Sales Management* is clear and directly defines the area for which specialists are prepared. However, it should be mentioned that in the SER the other name of the programme, *International Business and Communication* programme, is initially used (SER, p.2).

The aim of *Marketing and Sales Management* programme is “to enable students to acquire main generic and professional competencies in marketing and sales management areas”(SER, p 6). As

it is seen from the aim of the programme, the qualified graduate with a professional bachelor degree should be able to evaluate national and international marketing environment and analyze supply and demand, develop and organize marketing campaigns, promote sales. The programme mission is to provide knowledge and skills for a qualified marketing and sales manager who is trained to a high performance level in national and international business environment. In order to achieve the aim, the programme foresees that students shall gain programme specific competences (marketing awareness, marketing and sales management and intercultural adaptability and communication competences); business management competences (business process, business environment awareness and business research methodological competences); and generic competences.

The aim of *Marketing and Sales Management* programme and the foreseen learning outcomes (LOs) are publically announced at the web-page of the AVM ([http://www.avm.lt/lt/aukstojo\\_mokslo\\_studijos/studiju\\_programos/marketingo\\_ir\\_pardavimu\\_vadyba.html](http://www.avm.lt/lt/aukstojo_mokslo_studijos/studiju_programos/marketingo_ir_pardavimu_vadyba.html)), and in the open system of information, consultation, and orientation, created by the order of the Ministry of Education and Science of the Republic of Lithuania – AIKOS. The programme aim is clear and well defined.

As the SER states the aim and LOs of the *Marketing and Sales Management* study programme are based on competence needs from the research of the labour market, as this has been discussed in curriculum working groups and with the partner HEIs.

The aim and LOs are consistent with the level of studies and the level of qualification offered. The professional bachelor degree programme is designed to respond to the level of education and qualification of the National Qualification Framework for first level study programmes. However, the Experts would suggest to using more effective words while formulating the LOs, i.e. words like ,solve‘and ,analyze‘should be used. The Experts indicate the necessity of benchmarking the programme and its LOs against the best similar programmes in Lithuania and Europe and include English (and/or other foreign languages abilities).

It could be concluded, that programme title, expected LOs and the content are interrelated and coherent leading to the qualification of professional bachelor. However the expert team note that the programme mission states to cover the international aspect of business environment analysis and marketing management while in LOs only the application „of generic competences in ...international professional working environment“ (SER, p. 6) is mentioned. Furthermore, the list of specific competences of *Marketing and Sales Management* programme (SER, table 1, p. 7) shows that the graduate will have the competences of intercultural adaptability and communication related to the international market, but not those that are necessary for marketing and sales management. Therefore, it suggested for the AVM to review the programme’s aim, mission and LOs statements in respect of the programme’s title.

## **2. Curriculum design**

The *Marketing and Sales Management* programme covers 180 ECTS, i.e. 4,800 hours with each semester containing 30 of the European Credit Transfer and Accumulation System credits (ECTS).In the Kaunas campus there is a possibility to study the programme full or part time. The duration of the *Marketing and Sales Management* study programme is three years (180 ECTS) for full-time students and four years (180 ECTS) for part-time students. *Marketing and Sales Management* programme has a modulare (part of the study programme comprised of several content-related subjects) based structure.

As the SER states (annex no 9) the Marketing and Sales Management study programme consists of general study subjects Learning and Research Skills module (15 ECTS) and nine modules of subjects of the study field (which are Business IT and Information Management 12 ECTS; Fundamentals of Business 15 ECTS; Annual (Course) Project 3 ECTS; Marketing 12 ECTS; Sales management 12 ECTS; Distribution 12 ECTS; Accounting and Finance 12 ECTS; Marketing Communications 12 ECTS; Human Resource Management 12 ECTS) and two alternative modules just 6 ECTS each.

The overall amount of credits in the *Marketing and Sales Management* study programme is consistent with the legal requirements. It could be stated that considering the Regulation of the Study Field of Management and Business Administration, the scope of the programme is sufficient to achieve the LOs. The Experts note that the study modules should consist of several subjects and the least possible scope of each such module is 10 credits (according to General Requirement for the Degree Awarding First-cycle and Integrated Study Programs approved by Law No V– 501 of the Minister of Education and Science of the Republic of Lithuania). Therefore Annual (course) project module as well as both alternative modules should be revised in order to fulfill the requirements. During the discussions with the AVM administration, the Experts were not provided with sufficient explanation and evidences that the modules always have enough scope. The AVM should check this issue.

Students of full-time studies are taught five days a week and students of part-time studies are appropriately taught on Saturdays. The scope of all subject studies is at least three credits. During a semester, a student studies a maximum of 7 subjects. The practice placement with 15 ECTS is included in fourth semester and internship with 15 ECTS is included in the last semester.

The subjects of general education are studied in the first semester. The subjects of the study field are studied from the first to the fifth semester. The alternative modules subjects of the programme (there are two alternatives) are studied in the third and fifth semesters (part-time students could have alternative modules in the third and sixth semesters). The study subjects are arranged consistently, on the basis of their interrelations. The subjects are arranged in the study plan to maintain the connection between the subjects, LOs of the subjects and the LOs of the study programme.

Elective course units for other fields are provided in the study programme of *Marketing and Sales Management* for the development and personal enrichment activities of future professional skills such as EU economics; Labor / EU/ International / Contract Law; Recreation and Leisure Management; Event Management; Rhetoric's; Leadership psychology or Business ethics. Electives are studied in the first and fourth semester in the three-year programme and in the second and seventh semester in the four-year programme. Results of the subjects are formulated for each LO, and topics on the subjects and tasks for practical and individual work are planned to achieve them, as well as the methods being chosen. Subjects are delivered through application of various teaching/learning methods. All courses have final examination or projects. Study subjects and modules in *Marketing and Sales Management* programme curriculum are spread evenly as well as their division into core curriculum and electives and modules. The subjects are not repetitive.

The *Marketing and Sales Management* study programme ends with the internship (15 ECTS) and the preparation of Final Thesis with fifteen credits and its evaluation. The Experts note that the purpose of the final thesis is to allow the student “to demonstrate that he has achieved international business and communication studies programme” and the results obtained in the study programme provides professional competencies and to determine whether it can be given a

professional bachelor's degree (SER). The same should be applied to the objective of the internship as it's defined as gaining "international business management skills" (SER). The Experts suggest that the requirements in both of the documents are linked to the *International Business and Communication* programme rather than the *Marketing and Sales Management* programme. Therefore the Expert team strongly suggests reviewing and changing the requirements for the internship and bachelor thesis.

### **3. Staff**

In the performance of analyzed *Marketing and Sales Management* study programme at Kaunas some 24 lecturers participate. The general requirements for college level study programmes envisage that not less than 10 percentages of study subjects has to be lectured by scientists, and more than a half of lecturers of the study programme have to have more than a 3 year experience of practical work in the field of lectured subject. 21% of the lecturers in *Marketing and Sales Management* study programme teaching on the programme at Kaunas have doctoral degrees (the requirement is 10%) and all lecturers have at least 3 years of practical experience in the subject area (the requirement is 50%).

Most of the lecturers teach one or two courses in the program. The lecturers hold pedagogical positions of a lecturer (79%) and associate professor (21%). The fields of lecturers' scientific interests meet the topic of the lectured subjects. As noted above, all lecturers have sufficient (not less than 3 years) experience of professional activity meeting the lectured subjects. The average experience of pedagogical work of the lectures is 6 years. The average age of the staff is between 41-50 years of age. The number of staff to teach and support for the number of students, they are also readily accessible. The appointment of pedagogical personnel at the AVM is performed following the internal and external documents regulating the activity of the AVM teaching staff.

The Expert team stress that the English skills of the lecturers should be improved. As the experts have come to know many teachers needed translation during the onsite visit and also students stated that their lecturers' English skills could improve. There are no classes taught in English language in the programme. Therefore, the development of the teaching staff for the provision of the programme should be improved.

Lecturers have participated in several trips abroad where they had the possibility to develop their competences and exchange the experience with the staff members in partner HEIs. However, much more and regular international exchanges are recommended by the Expert Team for the staff teaching this programme; this would help directly to internationalise this programme and also provide some benchmarking too.

The Expert team has not found any evidence of visiting professors as well as exchange students coming to the programme and / or of the AVM lecturers travelling for Erasmus financed exchanges. The Experts also focus on the fact that regarding research related to the study programme there is no evidence of relevant research activity of the programme's teaching staff, only research activity for their work at other HEIs was confirmed with the Experts; this should be greatly improved to more fully support the teaching on this programme and be directly related to it.

### **4. Facilities and learning resources**

The study process in Kaunas campus is provided with auditoriums in Laisves avenue and Kestucio street, students rooms, teachers rooms, open learning centers, computer classes and administrative area. The computerized auditoriums are used for the performance of the study programme. The number of computers per student has been growing since 2006; new IT

solutions were introduced (N-computing system has been integrated in the computer classes). Wireless internet (wifi) covers 98% of the AVM's Kaunas facilities.

The SER states that the AVM has cooperation agreements with associated business organizations, however, practice placements and agreements with business entities would be more useful. It should be noticed that during the site visit both current students and graduate group members stressed the lack of practical sessions during studies and poor possibilities to find places for practices. Therefore the Expert team suggests the programme should have special classes for developing students' practical skills (for instance using a business incubator or firm simulation) and establish better arrangements with the business entities for the internship of the students.

The virtual learning environment (VLE) Moodle platform is used with different functions for the students, lecturers and administration. However, the expert team could state that the Moodle system is used as storage space, although Moodle is established for the supporting of more frequent communication and feedback between students and teachers. Thus, programme teachers should make more use of Moodle and the VLE.

The AVM library is the member of Lithuanian Research Library Consortium (LMBA) that provides the students and lecturers access to the international electronic full-text data bases (as EBSCO, Emerald, etc.). But the Experts were not given sufficient evidence about the programme's specific teaching materials in the library. The Expert team believes that the library needs hard copies of the latest international books and journals for marketing and sales management to support the students' studies even though there are databases (databases alone are not sufficient). Therefore, the Experts do not believe that the teaching resources in the library are adequate for the *Marketing and Sales Management* programme studies; more specificity is needed.

### **5. Study process and student assessment**

The admission to the AVM is centralized and is carried out pursuant to the information system of the Lithuanian Higher Institutions Association for Organizing Joint Admission (LAMBO BPO), by general provisions of the Lithuanian Higher Institutions Association and Student Admission Rules. The entry requirements of the AVM are consistent with the National regulations. No special requirements for the admission to the *Marketing and Sales Management* study programme are provided. Persons with secondary education and are at least 18 years old, can be to the studies of the *Marketing and Sales Management* study programme. Entrants score is comprised of the grades of maturity examinations in mathematics, Lithuanian and foreign language and the annual grade of history. Information about the entry requirements is available on the AVM website [www.avm.lt](http://www.avm.lt).

It is important to notice that no one student was admitted to part-time studies in *Marketing and Sales Management* programme in academic year 2013/2014.

An academic year consists of an autumn semester (16 weeks) and a spring semester (16 weeks) in full-time studies during 6 semesters and in part-time studies it takes 8 semesters; there are autumn and spring examination sessions at the end of each semester.

The academic information which should be provided to the students is organized on Moodle or by e-mail.

The attendance in the AVM is mandatory for full-time students. Students working full-time have an individual timetable. The part-time students are taught on Saturdays. The SER indicates that



the student drop-out over the analyzed study time is high: 50% of students terminated studies in 2011 and 28% in 2012. The main reasons for stopping the studies are academic failures or financial difficulties. This should be rectified by the programme staff.

The AVM has a grading system from 1 to 10, where 4 is Fail. According to the rules students can sit an exam one time and can re-sit one more time. Final bachelor thesis should be submitted at the end of studies and the student is expected to demonstrate the competences acquired. All students have the internship in the final semester of studies and should create the thesis based on practical experience in the business entity. Final bachelor thesis should be prepared according to the methodological guidelines for thesis development; all students have a thesis advisor for the consultations. After the thesis is developed the students present the thesis to the qualification awarding commission. If the thesis is evaluated negatively, the student can have the final qualification evaluation next year.

The Expert team would like to stress the opinion that the bachelor thesis that were evaluated during the site visit are not well developed - SPSS or other proper analysis methods are not used, number of references is very small and references in other languages such as Lithuanian is not used at all.

During the meeting with students and the teaching staff it was discovered that most of the subjects end with the written final exam. The examples of assessment tests that were provided for evaluation of experts consist of multiple choice questions and few open questions about knowing the meaning of main concepts. The Expert team holds the view that a variety of assessment forms would help to assess achievement of learning outcomes more exactly. It should be noted that the given concepts of such assessment methods are effective only when it comes to measuring outcomes that are connected with memorizing (lowest level of taxonomy). Competences of critical thinking, entrepreneurial thinking, business research competences, etc. should be assessed in different ways such as open exams, essays, group projects, written reports, etc. Thus, more assessment variety is recommended by the Expert team.

It should be mentioned that research activities among students in *Marketing and Sales Management* programme are low. Students are involved in applied research projects while writing their final thesis project, but not during their studies.

The Experts were not provided with any evidence regarding student mobility – none of the students and graduates met during the site visit participated in the exchange programmes or has met any exchange students at the AVM. As students and graduates stated, the programme lacks guest speakers from business companies, lacks in-company visits and lacks international lecturers. Improvements should be made.

As the SER states that the AVM is collecting information about employment of the graduates and is investigating the needs of the labour market for qualifications. The SER states that during the period of 2011-2012 67-68% of programme graduates were employed. But as the graduates of this programme stated during the site visit most of them have jobs which are not really connected with their studies (for instance, bar-tenders). That is why the Expert team suggests that the AVM should not only assess the employment and unemployment rates of the programme's graduates but also focus on the relevant competencies that the students have earned during the time of study as a basis for suitable employment. The Experts would like to stress the importance of reviewing the marketing and admission procedures. As the actual student numbers are showing a decline, this fact is an important issue for the sustainability of the *Marketing and Sales Management* programme in the future.

## 6. Programme management

The SER states that the responsibility of the creation of the programme, implementation, development and quality management are allocated and described in the AVM Statute, Development plan, Quality Manual and Academic Regulations document. The SER indicates that the AVM has a quality assurance system which guides the management and the delivery of the *Marketing and Sales Management* study programme. The quality assurance system analyses the main processes: Curriculum development, Admissions, Programme implementation process, Practical training, Final evaluation, Career development and Alumni liaison but at the AVM level. More specifics are needed at the programme level.

However, meetings with administration, the SER group and teaching staff provided the evidence that for these parties it is not clear who and to what extent they are involved in the programme management process. Clarity is needed and responsibility enforced as appropriate.

The AVM is changing the management system and introducing several organizational changes. After organizational changes the Programme Committee will take responsibility for study programme implementation, ensuring the quality of education. However, the evidence shows that up to now almost all the burden of programme management routine lays on one person – the Quality manager - who is taking responsibility for the programmes in both campuses. Expert team members were not provided with the documents and figures requested (for example, the tables with students numbers) and this fact also supports the idea of insufficient management of this programme. Therefore, the Expert team highly recommends that the AVM reviews the programme management process and allocates the responsibilities of that among all bodies involved.

During the site visit meetings the Experts received contradictory information about the monitoring of the implementation of the programme and responsibilities for the programme management process. The experts conclude therefore that there is no common system for quality assessment at the *Marketing and Sales Management* programme.

It might be stated that the programme evaluation process involves stakeholders, though in a rather informal way and not systematically. Student Council representatives participate in the improvement of the programme. Some social partners help the AVM bodies to design the *Marketing and Sales Management* study programme and participate in the evaluation of the students' final thesis. During the meeting with social partners, the Experts were provided with the evidence that the AVM collects the feedback from social partners while assessing quality of the study programme. The programme management process should be reviewed and internal quality effectiveness and efficiency should be assured. The Experts hold a view that formal committee for employers and for alumni specific for the *Marketing and Sales Management* programme should be established to advice on all programme issues.

The Experts learned that the graduates are not sufficiently involved in the programme management process as after graduation the AVM has not turned to them with any questions regarding the programme quality improvement. Also it should be mentioned that Experts were not provided with the necessary evidence that the internal quality assurance measures are effective and efficient. The Experts strongly support the importance of the involvement of alumni and social partners in the programme management process and also recommends that the AVM ensures regular collection and analysis of information and data on the programme's quality.

### III. RECOMMENDATIONS

1. The *Marketing and Sales Management* programme mission, aim and LOs have international business and communication features but these are not fully embedded within the marketing and/or sales management knowledge and skills. Therefore, programme aim and learning outcomes should be reviewed and changed accordingly.
2. The programme should be benchmarked against the best Lithuanian and European programmes in marketing and sales management and the wording of the LOs should be adapted accordingly.
3. The programme curriculum should be revised while ensuring that the modules will consists of several courses with totally no less that 10 ECTS.
4. The course annotations for internship and final thesis should be revised and changed in order to fulfill *Marketing and Sales Management* programme requirements.
5. Much more international staff mobility as well as greater usage of English language is recommended for more lecturers of this *Marketing and Sales Management* programme; more international guest teachers should be provided to internationalise and help benchmark the programme.
6. The research activity of the programme's teaching staff is low; therefore, the development of the teaching staff for the provision of and support for the programme should be improved.
7. More active teaching and learning methods by all staff need inclusion within the teaching methodology used; a more modern approach is needed at times to incorporate the VLE and Cloud Computing methods.
8. The learning resources including a wider use of Moodle and the VLE need enhancing in order to update the *Marketing and Sales Management* programme studies profile.
9. The library needs hard copies of the latest international books and journals for marketing and sales and a specific modern section for this programme's subjects also needs developing.
10. The research activities among students of the *Marketing and Sales Management* programme should be improved; more research should be undertaken during all years of the programme, not just for final thesis.
11. The students of the *Marketing and Sales Management* programme should be encourage to participate much more in international mobility programmes; there should be a two-way process encouraged; further use of English is required to aid student mobility.
12. A wider variety of assessment methods is appropriate to test skills of reasoning and thinking (cognitive skills) rather than memorizing facts; this would enable the LOs to be assessed more appropriately for a bachelor level degree.
13. The programme management process should be reviewed and internal quality effectiveness and efficiency should be assured. Clarity is needed and wider responsibilities enforced. Formal committees for employers and alumni specific for this programme with regular minuted meetings and action plans should be established to advice on all programme issues.
14. As student admission numbers are decreasing therefore the AVM should review the programme's marketing and admission procedures; the accreditation of prior experience and learning (APEL) should be more widely used by staff to improve student admission numbers, to help reduce drop-out rates, and to help the programme's future sustainability; more dynamic marketing is required.

#### IV. SUMMARY

An international expert team evaluated *Marketing and Sales Management* programme which is taught by A.V. Graičiūnas School of Management in Kaunas campus. The programme evaluation includes the evaluation of all documents and other necessary information regarding implementation of the programme as well as the site visit. The Experts would like to express their gratitude to the staff, students, and stakeholders for their openness and kind cooperation during the meetings.

The *Marketing and Sales Management* programme aims and learning outcomes are clear and available publicly. It should be noted that the programmes mission and aims are orientated toward international business skills development and knowledge, rather than marketing and sales management. The Experts would recommend to review the programme content, aims and learning outcomes and to make sure they are consistent with the programme's title. It would be beneficial to benchmark the programme aims and learning outcomes to the best similar programmes in Lithuania and Europe.

It should be noted that the study subjects are spread evenly and the content of the subjects are consistent with level of the studies. However, the Experts conclude that the programme structure with the newly applied modules is not in line with the requirements for the scope of modules. Therefore, the Experts recommend reviewing the modular structure including the allocated credits (ECTS). The Experts argue that the content of internship and final thesis requirements are not consistent with the type of studies - they provide more skills and knowledge for international business skills than marketing and sales management which then does not match with this study programme. Consequently, the main recommendations are to review the programme and module structure, to review the content of subjects.

The teaching staff working with the *Marketing and Sales management* programme at the AVM has relevant teaching and practical experience and meets the legal requirements. However, the Expert team would like to stress the importance of teaching staff involvement in research as there is no evidence of the research activities for the programme's staff. The Experts highly recommend the AVM to make sure that the teaching staff are encouraged to participate in international mobility programmes, research activities, and to improve English language skills so essential for mobility and research publication.

The facilities at AVM are adequate in their size but measures should be taken to maximize their usage. The Expert team was able to check teaching materials; they discovered that the AVM has no specific part of its library oriented to *Marketing and Sales Management* studies. This should be rectified to support this programme. The Expert team discovered also that the Moodle system at the AVM is not used fully – it is used more as a storage space, but not as communication tool. More staff should become actively involved in using Moodle and the VLE. It is important to notice that the library needs updating to a more appropriate level and contain more programme specific teaching material. It is also important to mention that the library needs hard copies of the latest international books and journals for marketing and sales management for student research activity in addition to databases.

The admission requirements for *Marketing and Sales Management* programme are well-rounded; current students are satisfied with the programme. However, the actual student numbers are showing a decline and that indicates the problems in the sustainability of the programme for the future. The use of APEL needs enhancing for attracting more students including mature students. Students' involvement in applied research activities during the studies is low and there is no evidence of international student mobility. The programme lacks guest speakers and

international lecturers. The variety of student assessment methods should be higher. Overall, the recommendations are to apply more innovative teaching methods, widen assessment methods, to encourage the students to participate in more research activities, improve English language abilities and encourage international exchanges. As the student admission numbers are low for this programme; marketing and admission procedures need to be reviewed for sustainability purposes.

The responsibility of programme management is defined; programme quality is partly evaluated by students and social partners. However, the Experts concluded that the information and data on the implementation of the programme is not collected sufficiently regularly. Consequently, the main recommendations are to involve more staff members or legal bodies in actual programme management activities because the effectiveness of programme management is not achievable if just one or a few persons are involved in the process as is current. Also programme quality evaluation process should be strengthened; the internal and external data should be collected regularly; social partners should participate more actively in programme evaluation. The establishment of formal committees for employers and for alumni specific for this programme would be beneficial for advising on all programme issues, for example, quality matters, research topics, practices, the curriculum, and careers.

## V. GENERAL ASSESSMENT

The study programme *Marketing and Sales Management* (state code – 653N20005) at V. A. Graičiūnas School of Management, Kaunas department is given **positive** evaluation.

*Study programme assessment in points by fields of assessment.*

No.	Evaluation Area	Evaluation Area in Points*
1.	Programme aims and learning outcomes	2
2.	Curriculum design	2
3.	Staff	2
4.	Material resources	2
5.	Study process and assessment (student admission, study process student support, achievement assessment)	2
6.	Programme management (programme administration, internal quality assurance)	2
	<b>Total:</b>	<b>12</b>

\*1 (unsatisfactory) - there are essential shortcomings that must be eliminated;

2 (satisfactory) - meets the established minimum requirements, needs improvement;

3 (good) - the field develops systematically, has distinctive features;

4 (very good) - the field is exceptionally good.

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**V. A. GRAIČIŪNO AUKŠTOSIOS VADYBOS MOKYKLOS PIRMOSIOS PAKOPOS  
STUDIJŲ PROGRAMOS *MARKETINGO IR PARDAVIMŲ VADYBA* (VALSTYBINIS  
KODAS – 653N20005) 2014-01-13 EKSPERTINIO VERTINIMO IŠVADŲ NR. SV4-19  
IŠRAŠAS**

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**V. APIBENDRINAMASIS ĮVERTINIMAS**

V. A. Graičiūno aukštosios vadybos mokyklos, Kauno skyriaus studijų programa *Marketingo ir pardavimų vadyba* (valstybinis kodas – 653N20005) vertinama **teigiamai**.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	2
2.	Programos sandara	2
3.	Personalas	2
4.	Materialieji ištekliai	2
5.	Studijų eiga ir jos vertinimas	2
6.	Programos vadyba	2
	<b>Iš viso:</b>	<b>12</b>

\* 1 - Nepatenkinamai (yra esminių trūkumų, kuriuos būtina pašalinti)

2 - Patenkinamai (tenkina minimalius reikalavimus, reikia tobulinti)

3 - Gerai (sistemiškai plėtojama sritis, turi savitų bruožų)

4 - Labai gerai (sritis yra išskirtinė)

**IV. SANTRAUKA**

Tarptautinių ekspertų grupė atliko Kauno V. A. Graičiūno aukštosios vadybos mokyklos *Marketingo ir pardavimų vadybos* studijų programos vertinimą. Programos vertinimas apėmė visos dokumentacijos ir kitokios informacijos, susijusios su programos įgyvendinimu, vertinimą, o taip pat ir apsilankymą mokykloje. Ekspertai norėtų pareikšti padėką visam personalui, studentams ir partneriams už jų atvirą ir nuoširdų bendradarbiavimą susitikimų metu.

*Marketingo ir pardavimų vadybos* programos tikslai ir numatomi studijų rezultatai yra aiškūs ir viešai prieinami. Reikia pastebėti, kad programos misija ir tikslai yra skirti suteikti daugiau žinių apie tarptautinį verslą ir suformuoti atitinkamus įgūdžius, nei vien tik apie marketingą ir pardavimų vadybą. Ekspertai rekomenduoja peržiūrėti programos turinį, tikslus ir numatomus studijų rezultatus bei užtikrinti, kad jie atitiktų programos pavadinimą. Būtų naudinga priderinti programos tikslus ir studijų rezultatus prie geriausių panašių Lietuvos ir Europos programų.

Reikėtų pastebėti, kad studijų dalykai yra vienodai išdėstyti, o dėstomų dalykų turinys atitinka studijų pakopą. Tačiau ekspertai daro išvadą, kad programos struktūra su naujai taikomais moduliais neatitinka modulių apimties reikalavimų. Todėl ekspertai rekomenduoja peržiūrėti modulinę sistemą, įskaitant jau suteiktus kreditus (ECTS). Ekspertai teigia, kad reikalavimai praktikos ir baigiamojo darbo turiniui neatitinka studijų pobūdžio – suteikia daugiau įgūdžių ir žinių tarptautinio verslo nei marketingo ir pardavimų vadybos srityje, o tai neatitinka šios studijų programos turinio. Tokiu atveju pagrindinės rekomendacijos yra skiriamos peržiūrėti programą ir modulinę sistemą bei dėstomųjų dalykų turinį.

Dėstytojai, dirbantys AVM su *Marketingo ir pardavimų vadybos* programa, turi atitinkamą dėstyto ir praktinio darbo patirtį bei atitinka jiems keliamus reikalavimus. Tačiau ekspertai pabrėžia dėstytojų dalyvavimo moksliniame darbe svarbą, nes nerado įrodymų apie programos darbuotojų dalyvavimą mokslinėje veikloje. Ekspertai ypač rekomenduoja AVM užtikrinti dėstytojų skatinimą dalyvauti tarptautinėse mobilumo programose ir mokslinėje veikloje bei tobulinti anglų kalbos žinias, nes tai labai svarbu dalyvaujant mobilumo programose ir spausdinant mokslinius darbus.

AVM materialieji ištekliai studijoms yra tinkami pagal jų dydį, bet reikia imtis priemonių maksimaliai juos panaudoti. Ekspertai turėjo galimybę patikrinti mokymo medžiagą; jie nustatė, kad AVM neturi specialaus skyriaus bibliotekoje skirtą *Marketingo ir pardavimų vadybos* mokslams. Tai turi būti ištaisyta šios programos įgyvendinimo labui. Ekspertai taip pat nustatė, kad AVM nepilnai išnaudoja Moodle sistemą – ji daugiau naudojama kaip sandėliavimo erdvė, o ne komunikacijų priemonė. Daugiau darbuotojų turėtų aktyviai naudoti Moodle priemonę ir VMA (virtualią mokymosi aplinką). Svarbu pastebėti, kad biblioteką reikia atnaujinti pagal atitinkamą lygį ir turėti joje daugiau specialios mokymo medžiagos pagal programą. Taip pat svarbu paminėti, kad bibliotekai reikia naujausių tarptautinių knygų ir žurnalų apie marketingą ir pardavimų vadybą, kuriomis šalia duomenų bazių studentai galėtų naudotis mokslinėje veikloje.

Studentų priėmimo į *Marketingo ir pardavimų vadybos* programą reikalavimai yra gerai suderinti; dabartiniai studentai yra patenkinti programa. Tačiau faktiniai studentų skaičiai rodo mažėjimą, o tai reiškia, kad programos tęstinumui ateityje gali iškilti problemų. Reikia stiprinti APEL naudojimą siekiant pritraukti daugiau studentų, įskaitant ir suaugusius. Studentų dalyvavimas taikomojo mokslo veikloje studijų metu yra žemas ir nepastebėta tarptautinio studentų mobilumo. Programai trūksta atvykstančių pranešėjų ir tarptautinių dėstytojų. Studentų vertinimo metodų įvairovė galėtų būti didesnė. Apskritai, rekomendacijose siūloma taikyti



daugiau novatoriškų mokymo metodų, išplėsti vertinimo metodų spektrą, skatinti studentus dalyvauti mokslinėje veikloje, tobulinti anglų kalbos žinias ir remti tarptautinius mainus; kadangi studentų priėmimo į šią programą skaičius yra mažas, tai marketingo ir priėmimo procedūros turi būti atitinkamai peržiūrėtos siekiant studijų tęstinumo.

Atsakomybė dėl programos valdymo yra apibrėžta; programos kokybė iš dalies yra vertinama studentų ir socialinių partnerių. Tačiau ekspertai daro išvadą, kad informacija ir duomenys apie programos įgyvendinimą nėra pakankamai reguliariai renkami. Todėl pagrindinė rekomendacija šiuo aspektu yra įtraukti kuo daugiau personalo ar juridinių organų į faktinę programos valdymo veiklą, nes veiksmingo programos valdymo negalima pasiekti tik dalyvaujant keliems asmenims, kaip yra šiuo metu. Be to, programos kokybės vertinimo procesas turi būti stiprinamas; vidaus ir išorės duomenys turi būti reguliariai renkami; socialiniai partneriai turi aktyviau dalyvauti vertinant programą. Oficialių konkrečiai šiai programai skirtų darbdavių ir mokymo įstaigos atstovų komitetų įkūrimas būtų naudingas svarstant visas programos įgyvendinimo problemas, pavyzdžiui, sprendžiant kokybės ir mokslinių tyrimų klausimus, praktikos ir mokymo planų bei karjeros klausimus.

### III. REKOMENDACIJOS

1. *Marketingo ir pardavimų vadybos* programos misija, tikslai ir studijų rezultatai turi tarptautinio verslo ir komunikacijų požymių, bet jie nėra pilnai įtvirtinti perteikiant marketingo ir/arba pardavimų vadybos žinias ir įgūdžius. Todėl programos tikslas ir studijų rezultatai turi būti peržiūrėti ir atitinkamai pakoreguoti.
2. Programa turi būti priderinta prie geriausių Lietuvos ir Europos marketingo ir pardavimų vadybos mokymo programų, atitinkamai priderinat ir mokymosi rezultatų formuluotę.
3. Studijų planas pagal programą turi būti peržiūrėtas užtikrinant, kad moduliai būtų sudaryti iš kelių kursų su ne mažiau nei 10 ECTS iš viso.
4. Kursų anotacijos praktikai ir baigiamajam darbui turi būti peržiūrėti ir atitinkamai pakoreguoti, kad atitiktų *Marketingo ir pardavimų vadybos* programos reikalavimus.
5. Rekomenduojama daugiau naudotis tarptautinio personalo mobilumo galimybėmis, o taip pat ir dažniau naudoti anglų kalbą dėstant šią *Marketingo ir pardavimų vadybos* programą; reikėtų kviestis daugiau dėstytojų iš užsienio, kurie padėtų pakelti programą į tarptautinį lygmenį.
6. Programos dėstytojų mokslinė veikla yra per silpna, todėl reikia tobulinti dėstytojų kvalifikaciją siekiant pakelti programos lygį.

7. Aktyvesni dėstymo ir mokymosi metodai turėtų būti įtraukti į visų dėstytojų naudojamą metodologiją; kartais reikalingi ir labiau šiuolaikiški virtualiosios mokymosi aplinkos ir debesų kompiuterijos metodai.
8. Mokymosi ištekliai, įskaitant plačiau naudotiną *Moodle* ir virtualios mokymosi aplinkos taikymą, turi būti stiprinami siekiant *Marketingo ir pardavimų vadybos* studijų programą pakelti į šiuolaikinį lygį.
9. Bibliotekai trūksta naujausių tarptautinių knygų ir žurnalų marketingo ir pardavimų vadybos tema, o specialus šios programos šiuolaikinis dalykinis skyrius taip pat turi būti tobulinamas.
10. Studentų mokslinė veikla pagal *Marketingo ir pardavimų vadybos* studijų programą turi būti gerinama; mokslinėje veikloje turi būti daugiau dalyvaujama per visą studijų programos laikotarpį, o ne tik rengiant baigiamąjį darbą.
11. Reikėtų labiau skatinti *Marketingo ir pardavimų vadybos* studijų programos studentus dalyvauti tarptautinėse mobilumo programose; tai turėtų būti abipusis procesas; siekiant padėti studentams dalyvauti mobilumo programose reikia plačiau naudoti anglų kalbą.
12. Būtų tikslinga naudoti įvairesnius vertinimo metodus tikrinant verčiau argumentavimo ir mąstymo (pažinimo) įgūdžius nei faktų įsiminimą; tai padėtų tiksliau įvertinti mokymosi rezultatus bakalauro laipsniui įgyti.
13. Programos valdymo procesą būtina peržiūrėti ir užtikrinti veiksmingą vidaus kontrolę. Reikia aiškumo ir platesnio įsipareigojimų taikymo. Turi būti sudaryti oficialūs konkrečiai šiai programai skirti darbdavių ir mokymo įstaigos atstovų komitetai, reguliariai rengiantys protokoluojamus susirinkimus ir veiksmų planus bei patariantys visais su programa susijusiais klausimais.
14. Mažėjant priimamų studentų skaičiui AVM turėtų peržiūrėti programos marketingo ir priėmimo procedūras; ankstesnės patirties ir mokymosi (APEL) akreditacija turėtų būti plačiau taikoma siekiant padidinti stojančiųjų skaičių, sumažinti nebaigiančiųjų studijų rodiklius, ir padėti išlaikyti programos tęstinumą; reikia dinamiškesnio marketingo.

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Paslaugos teikėjas patvirtina, jog yra susipažinęs su Lietuvos Respublikos baudžiamojo kodekso<sup>1</sup> 235 straipsnio, numatančio atsakomybę už melagingą ar žinomai neteisingai atliktą vertimą, reikalavimais.

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<sup>1</sup> Žin., 2002, Nr.37-1341.