



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Kauno technologijos universiteto  
***VERSLO EKONOMIKOS STUDIJŲ PROGRAMOS***  
**(621L17001)**  
**VERTINIMO IŠVADOS**

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**EVALUATION REPORT**  
***OF BUSINESS ECONOMICS***  
**(621L17001)**

**STUDY PROGRAMME**  
at Kaunas University of Technology

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Išvados parengtos anglų kalba  
Report language - English

Vilnius  
2013

## DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	<i>Verslo ekonomika</i>
Valstybinis kodas	621L17001
Studijų sritis	socialiniai mokslai
Studijų kryptis	Ekonomika
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Antroji
Studijų forma (trukmė metais)	Nuolatinė (1.5)
Studijų programos apimtis kreditais	90
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Verslo ekonomikos magistras
Studijų programos įregistravimo data	2011-03-10 Nr. SR-990

## INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study programme	<i>Business Economics</i>
State code	621L17001
Study area	Social Sciences
Study field	Economics
Kind of the study programme	University Studies
Study Cycle	Second
Study mode (length in years)	Full-time (1.5)
Volume of the study programme in credits	90
Degree and (or) professional qualifications awarded	Master's Degree in Business Economics
Date of registration of the study programme	2011-03-10 Nr. SR-990

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## I. INTRODUCTION

Kaunas University of Technology, until October 31, 1990 named *Kauno politechnikos institutas*, (*hereinafter – University, KTU*) has thirteen faculties including the faculties of Panevėžys Institute, i.e. Chemical Technology, Civil Engineering and Architecture, Design and Technology, Economics and Management, Electrical and Control Engineering, Fundamental Sciences, Humanities, Faculty of Informatics, Mechanical Engineering and Mechatronics, Social Sciences, Telecommunications and Electronics, Panevėžys Institute Faculty of Management and Administration, Panevėžys Institute Faculty of Technologies.

According to the structure of the *University*, the faculties consist of departments where studies are administered and scientific research is conducted. Heads of departments, who are appointed following the Statute of KTU and the approval of the Senate, run the departments. All the issues of faculties and departments are dealt with at Dean's office that is composed of the dean, vice-deans and the heads of departments. Faculties and departments operate within the granted rights and are responsible for the organization of studies.

The study programme Business Economics has been registered in March 2011. The programme belongs to the Second (master) level of University studies and upon the completion the programme is granted the degree Master of Business Economics. The programme is organised and executed by the Faculty of Economics and Management which has 8 departments, i.e. Accounting, Business Economics, Economics and International Trade, Finance, Management, Marketing, Quality Management.

The faculty has 7 Centres: Economic Research, Electronic Business Research, Industrial Policy Research, Marketing Control, Personnel Training, Project Management, Total Quality Management.

The assessment report has been prepared by the international team of experts according to the Methodology for Evaluation of Higher education Study Programmes (approved by Order No. 1-01-162 of December 20, 2010 by the Director of Lithuanian Centre of Quality Assessment in Higher Education). The evaluation is based on analysis of Self-evaluation report delivered by the University and on the information obtained on a site visit carried out by the team. The site visit at KTU took place on November 19, 2013. During the site visit the expert team met and interviewed the administrative staff of KTU, the authors of the self-evaluation report, teaching staff and students, employers and social partners of the programme. The team also observed the main support services of the programme, such as classrooms, library and computer laboratories as well studied the students' final works, examination materials and survey questionnaires. At the end of the site visit the expert team presented its preliminary findings and general remarks to the staff responsible for the study programme.

After the visit the expert team discussed its findings and produced this joint evaluation report.

## II. PROGRAMME ANALYSIS

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

The programme of Business Economics has been registered in March 2011. The programme is designed according to the Law on Higher Education and Research and the Order of the Minister of Education and Science, passed on 3 June 2010 “On Approval of General Requirements for Master’s Degree Study Programmes. There wasn’t previous external evaluation of the programme.

The main objective of study programme (SER p. 20) is to prepare highly qualified specialists who possess the latest knowledge and practical skills of business economics, are able to recognise complex problems of business economics, solve strategic questions in business organisations, have insights of business possibilities and outcomes in national and global environments and are able to carry out economic applied research and communicate their results efficiently.

According to the SER the special objectives of the programme are:

- To provide the knowledge of business economics, that is based by the latest fundamental and applied research, about the modern models of business economics and conditions of their application in global environment and business when there is no comprehensive and determined information.
- To develop skills that enable to initiate and carry out applied and interdisciplinary research works while analysing and critically assessing ideas of business economics, formulating arguments and assumptions, applying modern models of business planning, evaluating the impact of decisions made on changing business environment.
- To develop skills that enable to solve complex tasks of business economics, assess expectations and uncertainties when planning economic actions in functional areas of business.
- To develop skills that enable to communicate in written and oral forms, including expert assessment, with specialists of business economics, businessmen and other stakeholders, select the direction of development and to further learn independently, following professional ethics and citizenship.

These special objectives are in integrity with the main aims of the programme and expected learning outcomes.

Learning outcomes of the programme of Business Economics are clearly defined and structured according to desired skills areas. The learning outcomes of the programme are very ambitious, but taking into account that teacher’s have academic experience as well business experience (see in part 3), the opportunities for achieving objectives are created. However, team of experts would recommend to continuously putting attention to development of learning outcomes, to be very focused and concrete in formulation of them and always to check how the expected learning outcomes are measurable and how to assess whether the expectations will be achieved. There is worthwhile to consider about merging learning outcomes, having on mind present number of learning outcomes (21) and volume of programme (90 credits).

According to the list of final theses of years 2012-2013, 133 have been graduated in Business Economics. The average marks for final work is 8.4. Taking into account the number of graduates 134 and the marks average - it might be stated that the programme as it was designed - the study programme of the duration of 1.5 year to working specialists who wish to re-qualify and who already take part in the creation or organisation of business - is necessary and popular, thus corresponds to the market needs. Regarding the information collected during interview with

stakeholders and graduates the experts' advice that the additional niche: development within technological university implementing traditions of university should be considered. It is recommendable to consider the introduction of interdisciplinary courses, at least electives, such as Economics of Innovation, Management of Technological Development, and Innovation Management. These developments also will reflect the aims of the programme and to ensure international level studies in fields of economics, business and management. To sum up, the aims, objectives and learning outcomes of the programme are well defined, published at the University web site and easily accessible. They are consistent with the type, level and qualifications of the studies. The name of the programme, as well as its outcomes, content and qualifications are compatible with each other.

## ***2. Curriculum design***

The programme of Business Economics is designed in a way that its structure would comply with the Law on Higher Education and Research and the order of the Minister of Education and Science, passed on 3 June 2010 On Approval of General Requirements for Master's Degree Study Programmes.

The volume of study programme comprises 90 credits (90 ECTS), these are for full-time 1.5 year studies. The study volume is appropriate for the achievement of the specified learning outcomes of the programme and also is consistent with the requirements of the legal regulations at the state level (no less than 90 and no more than 120 ECT).

It's valuable to notice that at least 5 other universities in Lithuania have master programmes that grant graduates the master degree in economics. The majority of these programmes is offering entrants state funded studies, and, therefore, is oriented towards students who have no or insufficient work experience. In opposite, the programme of Business Economics in KTU is intended for students, who are already employed in the field, but wish to expand their competences in the field of business economics. One of the admission criteria to attend the programme for those who have a higher (but obtained not in the university) education in the field of economics or management is at least 2-year working experience in the professional area. So, the programme is important for the large segment of potential students and for business needs as well.

The curricula for Business Economics have the structure:

- 45 ECTS credits (1198 hours) of mandatory study field subjects;
- 15 credits (400 hours) of elective study subjects;
- 30 credits (800 hours) of final work (thesis);
- In total: 90 credits (2398 hours).

The duration of studies is three semesters. The studies are completed by preparation and defence of the final thesis. The requirements for the preparation of Master's Thesis are prepared in the light of the Requirements for Master's Thesis approved by the Council of the Faculty of Economics and Management in year 2008. The total number of compulsory subjects and course papers during each semester does not exceed the allowable number of 5 subjects. The number of ECTS credits attributed to each semester is the same – 30, the same situation with working hours 799-800 hours in each semester. Hence, the study subjects are spread evenly over the schedule of studies. The curricula design meets the legal requirements set by the Lithuanian and University authorities.

The distribution of workload between theoretical lectures and practical work clearly shows the orientations to individual work. The academic load of students in the Programme of Business Economics according to the type of sessions is composed of contact hours in a classroom (21%) and individual work (79 %). Theoretical lectures make up 63%, practical works 33 % and laboratory classes 4 % of the contact hours.

The content of the study subjects is consistent with the type and level of the studies. The courses themes are not redundant. According to the staff and students the duration of study is sufficient to acquire the competences defined in the learning outcomes. This means that students have numerically to add to their simultaneous professional work another 31 hours per week (2398 hours in 18 months) for studying, which would not be manageable. But as it, indeed, works, there are obviously well organised mechanism to synchronise both workloads by overlapping in tasks and requirements.

The Programme is equivalently oriented to both, scientific research and applied practical activity as well. The curriculum of Business Economics contains a number of subjects orientated to analysis and research of changing business environment and business management in various structures of international, regional and national markets. After examination of final thesis during the site visit the experts notice that the focus both on practices and research is reflected in topics of final thesis, which also demonstrate wide range of research fields. Hence, the experts state that the methods of the subjects with focus on individual work and the content of the Programme with orientation on practices and analysis are appropriate for the achievement of the intended learning outcomes - to prepare specialists able to engage into applied practical activity that requires expert knowledge and/or develop scientific research of Business Economics.

Various teaching and learning methods that are applied during the studies of the programme of Business Economics allow for achieving the intended learning outcomes of the programme. The student's work-time is allocated across the teaching methods as follows:

- 32 % - final degree project;
- 19 % - written tasks: individual, group or semester's work;
- 18 % - examination;
- 14 % - control works, colloquiums, midterm examinations, tests;
- 10 % - semester's work;
- 5 % - problem-based tasks, defence of laboratory classes and solutions of task;
- 2% - reporting, projects.

However, the experts found that students groups are rather heterogeneous (study programme may enter students with different background from different universities and colleges)s. Therefore, the experts' recommendation is to continuously develop teaching methods in order to maintain high academic requirements and at the same time to retain low drop-out ratio (6per cent).

### **3. Staff**

Academic staff of the departments of Accounting, Economics and International Trade, Finance, Business Economics, Quality Management, Marketing and Management participates in the Programme of Business Economics – all departments belong to the faculty of Economics and Management. The academic staff employed in the Program consists of 10 professors, 8 associate professors, and 3 lecturers. Study field subjects are taught by 9 teachers, 5 of whom are professors. Almost all (except 1) the lecturers have a Doctor's degree. Thus, the structure and number of the teaching staff correspond with the programme and legal requirements.

The Business Economic programme is implemented by the staff meeting legal requirements established by state:

- 95 % of teachers have doctor of sciences degree; that exceeds the requirement that at least 80% of all study teachers must have a scientific degree;
- the requirement at least 20 % of study field subjects have to be taught by professors is fulfilled with 56% share of professors teaching study field subjects.

Almost all the lecturers, except 1 lecturer, have scientific publications within the last five years. The most of the lecturers have a pedagogical experience more than 10 ~ 20 years. All lecturers (21) have also participated in research and development projects directly related to the study programme. All of them, 21 lecturers, have scientific publications during the last 3 years in the research area related to the programme subjects, 12 lecturers out of 21 - in year 2013. During the site visit provided an additional list of research publications proves that areas of teachers' scientific research correspond to study subjects of the programme. This fact is also clear reflected in the research areas of final degree thesis – the dominant research fields are risk management, competition analysis, human resource management, business environment, quality management. In addition, in year 2008-2013 the programme teachers along with co-authors published 4 monographs, 3 textbooks, 15 educational books, 20 methodological materials and 3 scientific studies. Hence, the qualifications of the teaching staff are very good and suitable for implementing the programme on the required level and meet the legal state requirements.

The average age of the programme teachers is 45 years, which is the evidence of great potential for professional development. Almost half of Business Economics teachers are younger than 40 years old. Those young, but also experienced teachers, together with elder teachers having solid academic, research and practical experience seems create a well balanced team that has future potential.

According to the self-evaluation report it is stated that teachers improve their qualification and use their knowledge and skills by participating in various national and international projects: European Union LEONARDO DA VINCI, ERASMUS, other. 38% of programme teachers improved their qualification by teaching and training in foreign scientific and educational institutions in Italy, France, Spain, Turkey, Finland, Portugal, Estonia and Latvia. Three teachers came as visiting teachers from foreign universities (Spain, Portugal, and Hungary) to teach in the programme as well in year 2012/2013. It is evident that programme teachers actively participate in academic exchange programmes. Nonetheless, the team of experts' advice is to further develop more programme related cooperation and partnerships. The increasing of internationalization by inviting more guest teachers from foreign universities as well by increasing the number of teachers participating in the international projects would be eligible and definitely make programme more competitive.

According to university regulations and state legal requirements teachers are appointed for 5 years, visiting teachers and lecturers - for a 1 year, to take positions through public competition. Teachers are regularly certified. Certification investigates the applicants' participation in the study process and scientific conferences, participation in scientific research and other applied research development, publication of research outcomes in scientific publications, training and participation in educational activities. In order to ensure the growth of teacher qualification, the Faculty of Economics and Management organizes staff development plans, which are discussed and approved at Faculty Council meetings.

According to the information received from the staff during the site visit the conditions are created to participate in the exchange programmes, they have support as regards the professional development and are encouraged financially by university as well. The experts notice that the



University has created necessary and sufficient conditions for professional development of the teaching staff.

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

The Faculty of Economics and Management has a sufficient number of classrooms and laboratories for the programme. If there is a need for more than 120 seats, the Faculty uses classrooms of other KTU faculties and for this reason have been signed leasing agreements. Classrooms are equipped with multimedia equipment and stationary computers.

The laboratory work is performed in computerised laboratories. A new computerised laboratory with the latest hardware and software (12 seats) has been prepared over the period of five years. Three laboratories (67 seats) are equipped with multimedia software. One of these classrooms (24 seats), is equipped with a smart board. The total number of training classes or laboratories in the Faculty is 7 (125 seats). The Faculty has a possibility to use 2 additional teaching laboratories (70 seats) in other faculties. Computerised laboratories are supervised by qualified technical staff members. Their occupancy rate is approximately 70 per cent of the semester's duration time. It should be noted that the Faculty has a sufficient number of teaching laboratories and computer-classrooms.

Students have access to wireless Internet in classroom sessions and doing their individual tasks. Also, students have a possibility to prepare their tasks or carry out scientific research works in laboratories after classroom activities are over. In laboratory work and practical sessions are used Microsoft Office (Microsoft Excel), EWiews 7 and IBM SPSS Statistics version 19 software packages. Problem-based teaching database is created in the Faculty by means of integrating economic, managerial and engineering solutions, based on modern business management system (MS Dynamics AX and satellite-functional units).

The Faculty possesses a 25-seat library, equipped with connected stationary personal computers and wireless Internet connection. The students using personal laptops have an access to the University network and library, too. There is Internet access to other library databases such as the ISI Web of Knowledge, Springer LINK, Science Direct, EBSCO, ProQuest, Cambridge Journals Online, Oxford Journals, SAGE Journals Online, Emerald Full text, Blackwell Synergy, Wiley Interscience, SourceOECD, Business News, and etc.). In the Library of the Faculty and funds of the departments are accumulated ~ 12.800 of different title books and publications related to the programme. In the year 2011, under the project Improvement of the Quality of Studies to Increase Internationality 72 latest textbooks were purchased, among which 35 textbooks on Economics subjects.

The teaching materials and technical equipment, such as textbooks, periodical publications, study materials, distance-learning tools are adequate for the implementation of the programme and accessible to the students. However, the library has no development plan, which would ensure that the library funds are renewed in parallel of the needs of the programme. Nevertheless, the system or set of procedures for learning resources management (monitoring, planning, improving) would be helpful for organising quality assurance of study process.

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

There are no entrance exams to the Master degree study programme of Business Economics. However, there it is set up admission requirements, which have to be fulfilled in order to be accepted. It is a must to have a Bachelor's diploma. In addition the Bachelor's diploma supplement must contain the courses in the field of economics, business and/or management. Also, it may be accepted to this programmes those who have Bachelor's degree

and do have a professional work experience not less than 2-years' (SER p. 67). Having in mind heterogeneity of students (study programme may enter students with different background from different universities and colleges) the admission (as well as study process) requires careful approach in case to meet the legitimate expectations. Nevertheless the admission requirements are based on the general principles of the University and are well-founded.

Business Economics programme was established only in March 2011. According to the student admission data 108 students enrolled for full-time studies in September 2011, 50 students in February 2012, and 73 students in September 2012. Only 14 full-time students out of all 231 students enrolled in 2011-2012 dropped out, so the drop-out ratio is only 6 per cent. The drop-out reasons are various, yet the most common are the departure to study in other foreign universities, employment in other cities in Lithuania, the personal problems including financial issues, and inability to complete the Final Degree Project. It should be considered, to what extent this inability could be avoided by institution related activities. Out of all students enrolled in the year 2011/2012 Final Degree Project was defended by 134 students (91 per cent). Taking into account the number of enrolled students it seems to the experts that the programme is competitive and selective.

The general students' knowledge assessment process and criteria follows the publicly available order by the University Senate. Assessment criteria of the study programme are reported at the beginning of each course of study, and they are known and available for students. The system of accumulative grading is adapted to each course, presented in the descriptions of the subjects and is accessible to every student through *KTU's Academic information system*. Students may see their evaluations on the website of *KTU* <http://mano.ktu.lt>, where they log in with their user names and passwords and get personal assessment information.

If students do not agree with the evaluations of their achievements (examinations or final project), they may submit an appeal to the University Dispute Settlement Commission. The appeal must be submitted no later than in three days after the evaluation was announced. The Dean of the Faculty issues an order and appoints other lecturer or a commission to exam the student. The procedure of appeals is settled by the order or Rector of University. The assessment system of students' performance is clear, adequate and publicly available.

General information on studies at *KTU* is available on the University web site. Academic and social support is provided to the students. Academic guidance is provided to students in the Faculty of Economics and Management. If students have any doubts or problems with studies, they can address the Faculty's office or the Dean's office. Also, they can get answers to their questions in departments of the Faculty, where lecturers have their contact hour timetables, i.e. each lecturer consults students twice a week. In 2002, the student mentor programme was introduced by the Dean of the Faculty and Student Association. The mentor is Dean's representative who provides all the necessary academic information, and the student mentor helps the new faculty members in academic community with all social issues. At present there is a special information office in the Faculty of Economics and Management (Lives av.55, Room 309), where a student can get all the necessary information on studies, funding, aims, objectives and learning outcomes of studies, assessment of achievements, electives, timetables, mobility programmes, etc.

Students are encouraged and are provided with possibilities to engage into scientific creative activity. Under lecturers' supervision or independently the students prepare annual presentations for the international scientific students' conference Economics and Management. Topics of presentations are most often related to the topics of students' Master Thesis. So, the study field related knowledge as well as research, social and personal skills of the students are developed.

The students and lecturers of the Faculty of Economics and Management have the possibility to participate in various mobility programmes. The Faculty has partnership agreements with 52 universities in 19 countries. Students and teachers of the Faculty may visit partner universities for studies, internship, teaching or training visits. According to the experts the students are provided with sufficient information as regards the exchange programmes. However, the students of the programme should be more encouraged to explore possibilities of studying abroad.

The duration of Business Economic programme is 2398 hours. The amount of contact training (lectures, laboratory classes, exercise, etc.) comes to 21%, the student's individual – 79%. This conforms to the general requirements for Master degree study programmes according to the order No.V-826 of the Minister for Education and Science of the Republic of Lithuania, which defines that a student's self-studies shall account for at least 30 % of the scope of each subject. The workload of the student (2398 hours or 300 working days) comparing with duration of programme (1,5 year) looks very intensive and requires responsible attitude on organising and managing of study process. Nevertheless in general, the organisation of the study process ensures an adequate provision of the programme and possibility for the students to achieve the learning outcomes. During the site visit it was confirmed by the students that teachers consult students not only during their consultation hours, but also at any other time are accessible for consultations. Also, the students verified that they successfully utilize gained knowledge and developed competences in the professional activities. Thus the experts agree that the students get an adequate level of academic and social support from the University, however the participation of students in the mobility programmes should be increased.

## ***6. Programme management***

There is in place the system of internal quality assurance and study programmes monitoring in KTU. The rules and responsibilities are defined in the internal documents of the University. The administration of the study programme appoints the coordinator of the programme and employs stakeholders from business, student association and teachers. The coordinator of the programme works in coordination with Faculty's Council, Study Programmes Committee, the dean and vice deans of the Faculty.

The dean and vice-deans are responsible for the general organization of the study process in the Faculty. The Study Programme Committee is responsible for preparation, development and organisation of study programmes and study modules. The Faculty's Council is responsible for study programmes, qualification of the teachers, and certification.

The Master's study Programme of Business Economics is supervised by the Study Programme Committee. The members of the Study Programme Committee of the Faculty of Economics and Management were approved by the order of the Rector in September, 2012. The Committee is chaired by the dean of the Faculty. Other members of the Committee are a student representative, the representatives of business and employers, representatives of other University Faculties and departments. The study programmes are annually reviewed and coordinated with inter-related second cycle programmes by the Study Programme Committee. The final decision concerning changes in the study programme is adopted by the Faculty's Study Programme Committee; however the essential study changes can only be made by the University's Senate under provisions of the Study Programme Committee.

Twice a year, at the end of each semester, students have been suggested to evaluate the content of courses and the quality of teaching. When filling in the questionnaire the student evaluates the contents of the subject, learning/teaching methods, the evaluation criteria, the teacher's competence as well as communication, and may provide suggestions on how to

improve the quality of the subject. Also, the meetings of the faculty management are organised with students to discuss the process and quality of studies as well as the meetings with the graduates and business leaders - to analyse the issues of the competence of people, who completed the study Programme of Business Economics. Summarized feedback of the students is available on the web site. According to the student's feedback, received during the site visit, they are satisfied with the process and organization of studies, teaching methods, content of subjects and competence of teachers.

Other stakeholders, i.e. teachers, employees, alumni, business are involved in quality assurance activities. Scientific advisers are teachers of various departments of University. Companies accept students for internship and employ graduates. Externals are members of the Study Programme Committee participate in the Public Qualification Committee for the Defence of final Master's thesis and participate in various meetings to discuss the process of study, competences of the students, quality issues. In addition, the issues of the improvement of study quality are discussed in face-to-face conversations between managers, heads of departments of the Faculty and social partners as well heads of enterprises and their associations, specialists from ministries. According information provided in SER (p. 12) it can be said that Programme Management is familiar with similar programmes provided in other Lithuanian universities. Experts would like to encourage cooperation between programme administrators by sharing best practice and exploitation of synergy.

The University ensures the quality of studies by an internal quality assurance system that is in compliance with international principles and guidelines and the respective laws and regulations of higher education of the Republic of Lithuania. It could be concluded that the information and data on the implementation of the programme are collected and analysed on a regular basis, and the improvements based on the analysis of collected information are systematically done. The internal quality assurance measures in place are effective and efficient.

### III. RECOMMENDATIONS

1. The programme has a clear niche. The suggestion is to boost the programme by exploring the additional niche; i.e. development within technological university implementing traditions of university may be explored. It is recommendable to consider the introducing of interdisciplinary courses (at least electives) like Economics of Innovation, Management of Technological Development, and Innovation Management.
2. Actions should be taken to continuously put attention to development of learning outcomes, in particular to reduce and to tighten them; to be very focused and concrete in formulation of learning outcomes; constantly check how the expected learning outcomes are measurable and always check how to assess whether the expectations will be achieved.
3. To continuously develop teaching methods to work with heterogeneous students' (with different background from Bachelors' studies) in order to maintain high academic requirements. The relation between the entrance rates and final grade should be analysed in order to evaluate effectiveness of implemented teaching methods. In case of very clear correlation, the appropriate measures to improve the teaching methods should be taken.
4. At present the drop-out ratio is satisfactory. It should be considered, to what extent the inability to complete the studies could be avoided by institution related activities. Therefore the experts' recommendation is to monitor drop-outs, analyse the reasons

and take the appropriate actions to maintain low drop-out ratio without loss of academic requirements and study process quality.

5. It is advisable that the library would have a development plan, which would ensure that the library funds are renewed in parallel of the needs of the programme. Also, the system or set of procedures for learning resources management (monitoring, planning, improving) would be helpful for organising quality assurance of study process.
6. Strengthening of the internationalization of the programme is necessary in content by inviting more international visiting professors as guest lecturers from foreign universities as well by increasing the number of teachers participating in the international projects and in particular by encouraging students of the programme to take an advantage of existing possibilities under exchange programmes.
7. It is advisable to elaborate cooperation with institutions providing similar programmes in Lithuania in order to share best practices, to explore synergy and, thus, to maintain the programme competitive.

#### IV. SUMMARY

The aims and learning outcomes of the study programme Business economics are well defined, published at the Kaunas Technological University web site and are easily accessible. The aims and learning outcomes of the programme are consistent with the type, level and qualifications of the studies.

The programme corresponds to the market needs and is necessary and popular. The general objective of the programme is to educate working specialists who wish to re-qualify and who already take part in the creation or organisation of business. Advisable to put attention to development outcomes - to be focused and very concrete – which would allow to more precisely assess if the expectations are achieved. The experts' advice that the additional niche - to better utilize traditions of university - should be considered. Such developments will be according to the aims of the programme as well ensuring international level studies in fields of economics, business and management.

The programme is designed in a way that its structure complies with the national legal requirements and regulations for Master degree study programmes in higher education. The duration of studies is three semesters (1.5 year's). The studies are completed by preparation and defence of the final thesis. The number of ECTS credits attributed to each semester is 30: they are spread evenly over the schedule of studies. The total number of courses during each semester does not exceed 5 courses.

The programme offers a combination of theoretical and practical skills for students who intend to seek their career in jobs where knowledge of analytical together with practical skills is required. Interactive teaching methods, such as verbal presentations, discussions, teamwork, case studies, tests, and project papers are applied. Nevertheless, continuous development of teaching methods is recommended taking into account the drop out analysis results. The topics of Master's theses are contemporary and match well the profile of the programme. Hence, the teaching and study methods are appropriate for the achievement of the learning outcomes of the programme.

Most of the lecturers have a pedagogical experience more than 10 up to 20 years. Almost all lecturers have a Doctor's degree and all of them have scientific publications within the last five years. The average age of the programme teachers is 45 years. Almost half of Business Economics teachers are younger than 40 years old. Those young, but also experienced teachers,

together with elder teachers having solid academic, research and practical experience seem to create a well balanced team which has future potential. Thus, the structure and number of the teaching staff correspond with the programme and legal requirements and is adequate to ensure learning outcomes.

The Faculty of Economics and Management has a sufficient number of classrooms and laboratories for the programme. The premises for the implementation of the programme are equipped with multimedia equipment and stationary computers. Students have access to wireless Internet in classroom sessions and doing their individual tasks. The students using personal laptops have an access to the University network as well using a virtual private network. Students can use the services of the University library and the Faculty a 25-seat library. The library has a sufficient number of computer workstations and provides a wide access to sources through electronic databases and catalogues.

Admission to the programme is based on the general principles of the University, and the requirements are well founded. In 2011-2012 year 231 students have been enrolled to the programme. Therefore the programme is competitive and popular. The assessment system of students' performance and learning results is transparent, adequate and publicly available. The academic and administrative support is provided systematically for students. Also, students are satisfied with interactive teaching methods. There are international mobility opportunities available for students and teachers. However the mobility should be increased for both, i.e. teachers and, in particular, the student's involvement in the exchange programmes should be significantly increased.

The University has implemented the well-organized and successful study process management system. The responsibilities for decisions, monitoring of the implementation of the programme are clearly allocated, and the management of the programme is undertaken according to the needs, aims and learning outcomes of the programme. Data on the implementation of the programme are regularly collected and analysed and programme adjustments based on feedback are done. The students and the social partners have representatives in the Study Programme Committee; also they have possibilities through various interactions with the representatives of university to contribute to the programme development. It was confirmed during site visit that their opinions and suggestions are taken into account for improving the programme. Overall, there are appropriate programme management and quality assurance system as well in place.

## V. GENERAL ASSESSMENT

The study programme *Business Economics* (state code 621L17001) at Kaunas Technical University is given **positive/negative** evaluation.

*Study programme assessment in points by evaluation areas.*

No.	Evaluation Area	Evaluation Area in Points*
1.	Programme aims and learning outcomes	3
2.	Curriculum design	3
3.	Staff	4
4.	Material resources	3
5.	Study process and assessment (student admission, study process, student support, achievement assessment)	3
6.	Programme management (programme administration, internal quality assurance)	4
	<b>Total:</b>	<b>20</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.

Grupės vadovas:  
Team leader:

Prof. Dr. Tiiu Paas

Grupės nariai:  
Team members:

Prof. Dr. Zoltán Sipos

Dr. Heinz-Ulrich Schmidt

Giedrius Romeika

Aldona Savičienė

Dalia Miklaševičiūtė

## Santraukos vertimas iš anglų kalbos

### V. APIBENDRINAMASIS ĮVERTINIMAS

Kauno technologijos universiteto studijų programa *Verslo ekonomika* (valstybinis kodas – 621L17001) vertinama **teigiamai**.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	3
2.	Programos sandara	3
3.	Personalas	4
4.	Materialieji ištekliai	3
5.	Studijų eiga ir jos vertinimas	3
6.	Programos vadyba	4
	<b>Iš viso:</b>	<b>20</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

Verslo ekonomikos studijų programos tikslai ir studijų rezultatai yra aiškiai apibrėžti, publikuojami Kauno Technologijos universiteto internetinėje svetainėje ir yra lengvai prieinami. Programos tikslai ir studijų rezultatai atitinka studijų rūšį, pakopą ir suteikiamą kvalifikaciją.

Programa atitinka rinkos poreikius, yra reikalinga ir populiari. Bendras programos tikslas yra suteikti išsilavinimą dirbantiems specialistams, kurie nori persikvalifikuoti ir kurie jau dalyvauja verslo kūrimo arba organizavime. Patartina skirti dėmesio studijų rezultatų tobulinimui, t.y. jų kryptingumui ir konkretumui, kas leistų tiksliau įvertinti, ar pasiekiami numatyti studijų rezultatai. Ekspertai rekomenduoja apsvarstyti papildomą nišą – geresnį



universiteto tradicijų panaudojimą. Tokia plėtra atitiktų programos tikslus, o taip pat užtikrintų tarptautinį ekonomikos, verslo ir vadybos kryptių studijų lygį.

Programos sandara atitinka nacionalinių teisės aktų reikalavimus, o taip pat Magistrantūros studijų programų bendruosius reikalavimus aukštosiose mokyklose. Studijų trukmė yra trys semestrai (1,5 metų). Studijos baigiamos parengus ir apgynus baigiamąjį darbą. Kiekvienam semestrai skiriama 30 ECTS kreditų, kurie tolygiai paskirstomi per visą studijų tvarkaraštį. Studijuojamų kursų skaičius per semestrą neviršija 5 kursų.

Programa siūlo teorinių ir praktinių gebėjimų derinį studentams, kurie ketina siekti karjeros darbuose, kuriuose reikalingi ir analitiniai, ir praktiniai gebėjimai. Taikomi interaktyvūs mokymo metodai, tokie kaip žodiniai pristatymai, diskusijos, darbas grupėje, atvejo analizės, testai ir projektiniai darbai. Nežiūrint to, rekomenduojama nuolat tobulinti mokymo metodus atsižvelgiant į studentų nybyrėjimo analizės rezultatus. Magistrinių darbų temos yra šiuolaikiškos ir puikiai atitinka programos profilį. Taigi, mokymo ir mokymosi metodai yra tinkami ir leidžia pasiekti studijų rezultatus.

Dauguma dėstytojų turi 10-20 metų pedagoginę patirtį. Beveik visi dėstytojai turi daktaro laipsnį ir per pastaruosius penkerius metus visi turi mokslinių publikacijų. Vidutinis dėstytojų amžius yra 45 metai. Beveik pusė Verslo ekonomikos programos dėstytojų yra jaunesni negu 40 metų. Šie jauni, tačiau patyrę dėstytojai kartu su vyresniais kolegomis, turinčiais solidžią akademinę, mokslinę ir praktinę patirtį, atrodo, sudaro gerai subalansuotą komandą, išlaikančią stiprų potencialą ateičiai. Taigi, akademinio personalo struktūra ir kiekis atitinka programos ir teisės aktų reikalavimus ir užtikrina numatomų studijų rezultatų įgyvendinimą.

Ekonomikos ir vadybos fakultetas turi pakankamai auditorijų ir laboratorijų programai vykdyti. Patalpos, skirtos programos vykdymui, aprūpintos multimedijos įranga ir stacionariais kompiuteriais. Studentai naudojami bevielio interneto prieiga per seminarus ir atlikdami individualias užduotis. Studentai, besinaudojantys nešiojamaisiais kompiuteriais, turi prieigą prie universiteto tinklo, o taip pat naudojami privačiu virtualiu tinklu. Studentai gali naudotis universiteto bibliotekos paslaugomis ir 25 vietų fakulteto biblioteka. Bibliotekoje yra pakankamai kompiuterizuotų darbo vietų, kurios suteikia prieigą prie išteklių, esančių duomenų bazėse ir kataloguose.

Priėmimas į programą vykdomas laikantis bendrųjų universiteto principų, reikalavimai stojantiejiems yra pagrįsti. 2011-2012 metais į programą priimta 231 studentas. Taigi, programa yra konkurencinga ir populiari. Studentų veiklos ir studijų rezultatų vertinimo sistema yra skaidri, tinkama ir viešai prieinama. Studentams sistemingai teikiama akademinė ir

administracinė parama. Taip pat studentai yra patenkinti interaktyviais mokymo metodais. Tarptautinio mobilumo galimybės prieinamos ir studentams, ir dėstytojams. Tačiau mobilumas turėtų būti žymiai padidintas, ir dėstytojai, ir ypač studentai turėtų būti skatinami dalyvauti mainų programose.

Universitetas įgyvendino gerai organizuotą ir sėkmingai veikiančią studijų proceso valdymo sistemą. Atsakomybė už sprendimus ir programos vykdymo stebėjimas yra aiškiai paskirstyti, o programos vadyba vykdoma atsižvelgiant į programos poreikius, tikslus ir studijų rezultatus. Nuolat renkami ir analizuojami duomenys apie programos vykdymą, o programos pakeitimai atliekami remiantis grįžtamąja informacija. Studijų programos komitete studentai ir socialiniai partneriai turi savo atstovus, taip pat jie turi galimybių prisidėti prie programos tobulinimo per įvairius kontaktus su universiteto atstovais. Ekspertų vizito metu buvo patvirtinta, kad atsižvelgiama į jų nuomones ir pasiūlymus dėl programos tobulinimo. Apskritai, egzistuoja tinkama programos vadybos ir kokybės užtikrinimo sistema.

### III. REKOMENDACIJOS

1. Programa turi aiškią nišą. Siūloma didinti programos populiarumą ištiriant papildomą nišą, t.y. plėtrą pačiame Technologijos universitete įgyvendinant universiteto tradicijas. Rekomenduojama į programą įtraukti tarpdisciplininius kursus (bent jau pasirenkamuosius), tokius kaip Inovacijų ekonomika, Technologinės plėtros valdymas, Inovacijų valdymas.
2. Būtinai nuolatinis dėmesys studijų rezultatų tobulinimui, ypač jų sujungimui ir skaičiaus mažinimui. Studijų rezultatų formulavimas turi būti konkretus ir kryptingas. Taip pat reikia tikrinti, ar numatomi studijų rezultatai yra išmatuojami ir kaip galima patikrinti, ar numatomi studijų rezultatai bus pasiekti.
3. Reikia nuolat tobulinti mokymo metodus darbui su skirtingo lygio studentais (atsinešančiais skirtingą žinių bagažą po bakalauro studijų) siekiant išlaikyti aukštą akademinį lygį. Reikėtų išanalizuoti stojimo balus ir galutinį įvertinimą siekiant išsiaiškinti taikytų mokymo metodų efektyvumą. Esant aiškiai koreliacijai, reikėtų imtis atitinkamų mokymo metodų tobulinimo priemonių.
4. Šiuo metu studentų nubyrežimo lygis yra patenkinamas. Reikėtų apsvarstyti, koku mastu institucijos veikla padėtų sumažinti studijų nebaigusiųjų skaičių. Todėl ekspertai rekomenduoja stebėti nubyrežimą, analizuoti priežastis ir imtis atitinkamų veiksmų, kad būtų išlaikytas žemas nubyrežimo lygis, neatsisakant akademinio reikalavimo ir studijų proceso kokybės.
5. Bibliotekai patartina turėti plėtros planą, kuris užtikrintų, kad bibliotekos fondai yra atnaujinami pagal programos poreikius. Studijų proceso kokybės užtikrinimą taip pat padėtų organizuoti mokymosi išteklių valdymo sistema arba procedūrų rinkinys (stebėjimas, planavimas, gerinimas).
6. Reikalingas programos turinio tarptautiškumo stiprinimas kviečiant daugiau vizituojančių profesorius iš užsienio universitetų, taip pat didinant dėstytojų, dalyvaujančių tarptautiniuose

projektuose, skaičių, o ypač skatinant programos studentus pasinaudoti egzistuojančiomis galimybėmis dalyvauti mainų programose.

7. Patartina plėtoti bendradarbiavimą su institucijomis, siūlančiomis panašias studijų programas Lietuvoje, dalintis gera praktika, tyrinėti bendro veikimo galimybes, ir tokiu būdu išlaikyti programos konkurencingumą.