



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Kauno technologijos universitetas  
**Žmonių išteklių vadyba PROGRAMOS (612N60002)**  
**VERTINIMO IŠVADOS**

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**EVALUATION REPORT**  
**OF**  
*Human Resource Management (612N60002)*  
**first cycle**  
**STUDY PROGRAMME**  
at *Kaunas University of Technology*

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## DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	Žmonių išteklių vadyba
Valstybinis kodas	612N60002
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Vadyba
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Bakalauro studijos
Studijų forma (trukmė metais)	N (4); I (6)
Studijų programos apimtis kreditais	240
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Žmonių išteklių vadybos bakalauras
Studijų programos įregistravimo data	2011-04-01, Nr. SR-1467

## INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study programme	Human Resource Management
State code	612N60002
Study area	Social Sciences
Study field	Management
Kind of the study programme	University studies
Study Cycle	First
Study mode (length in years)	Full-time (4); Part-time (6)
Volume of the study programme in credits	240
Degree and (or) professional qualifications awarded	Bachelor in Human Resource Management
Date of registration of the study programme	2011-04-01, Nr. SR-1467

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## **I. INTRODUCTION**

The first cycle of Human Resource Management study programme has been offered in the Faculty of Economics and Management at the Kaunas University of Technology. The programme has been accredited since 2011.

The Faculty of Economics and Management has seven departments. The programme Human Resource Management is implemented by teachers from the department of Management, Accounting, Economics and International Trade, Quality Management and Marketing.

The first cycle of Human Resource Management study programme has been implemented 2011/2012.

The current review has been carried out under the guidelines and procedures of the Centre for Quality Assurance in Higher Education (SKVC). This report is based on the self-assessment report of the Faculty of Economics and Management, as well as a site visit on 21<sup>st</sup> March 2013. During the visit the team has had the opportunity to discuss the programme with faculty administrators, teaching staff, students, graduates and employers. The team has also visited the library, offices, teaching space and laboratories associated with the programme.

After the visit, the expert group has held a meeting for the discussion of the content of evaluation and to agree the opinions of the entire group.

## **II. PROGRAMME ANALYSIS**

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

The programme prepares graduates for becoming specialists with analytical and critical awareness in the area of human resource management. The aims of the programme are to prepare specialists with knowledge and skills in human resource management who will be able to understand the principles, theories and activities of human resource management and manage human resource management processes.

The aims and learning outcomes of the Human Resource Management study programme are clearly formulated, well defined and publicly accessible on Kaunas University of Technology website.

The programme aims and learning outcomes are based on the needs of the companies and organizations, the labor market and the professional requirements for the first cycle

studies at Bachelor degree level – level VI according to the provisions of Lithuania Qualifications Framework.

Learning outcomes of first cycle Human Resource Management study programme are presented in five groups: knowledge and its application, research skills, special skills, social skills, and personal skills. The connection between the study programme outcomes and the study subjects is presented in a matrix – evidence that the included 40 disciplines ensure a multidisciplinary approach and that the programme aims and learning outcomes are achieved. The programme aims and learning outcomes are consistent with a Bachelor degree in Human Resource Management.

The name of the Human Resource Management study programme, its outcomes, contents and the qualifications offered are compatible with each other. The self-assessment report states that the name of the programme is changed – from the traditional term Personnel Management to Human Resource Management. This change has been discussed with the teachers during the visit, and they evaluate it as positive. The Human Resource Management study programme is a classic programme, available in many foreign universities. It shows opportunities for using a positive experience in training and studying in the field of human resource management.

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

The curriculum design of the programme meets the legal requirements. The programme consists of three parts: general university study modules, study field modules, and electives. The duration of the full-time study programme is 4 years, and the part-time study programme is 6 years. Credit weightings are allocated to each study subject including practice (15 credits), final degree project (30 credits). The Bachelor programme has 240 credits, and a total student workload per credit is 26.6 hours. After the 3<sup>rd</sup> year the students can choose from the minor study programmes: “Finance”, “Accounting”, “Marketing”, and “Project Management”. Each of these programmes consists of 9 Subjects, Practice (3 ECTS credits), and Final degree project (3 ECTS credits). Courses of Minor study programme contain 60 credits, and total number of credits for Bachelor degree is again 240 credits.

General university courses are studied in the 1<sup>st</sup> semester. The study field subjects are spread evenly over the years of study. The students have possibilities to choose the elective subjects. Full-time students study elective subjects in 6<sup>th</sup> and 7<sup>th</sup> semesters, and part-time students – in 6<sup>th</sup> and 8<sup>th</sup> semesters. The themes of the subjects are not repetitive.

The content of the study subjects are well-described and consistent with a Bachelor degree in the field of human resource management. The subject descriptors show the links between subjects learning outcomes and those of the programme. The teachers determine the study and assessment methods for the achievement of the outcomes, as well as a plan in hours for lectures, practical works, seminars, and students' individual work.

The contents of the subjects are appropriate for the achievement of the intended learning outcomes. The teachers use more than 20 different study methods. Each lecturer determines the ratio between contact hours and individual study hours. Workload for full-time studies consist of 37% contact hours and 63% individual study hours; part-time studies consists of 18% contact hours and 82% individual study hours. The self-assessment report shows that application of study methods based on up-to-date communication technology is limited.

The programme has a volume of 240 credits in full-time and part-time study form. The scope of the programme ensures that the programme learning outcomes are achieved.

Human Resource Management is a new programme, which has started in 2011. On recommendation of the Centre for Quality Assessment, in 2012 it went through general and specific change in the contents of the programme.

The expert group notes that in Table 4 "The matrix of the relationship between the study programme outcomes and study subjects" (SAR, p. 12) there are two study modules: Human Resource Management – S180B100, and Human Resource Management – S189B155. In Annex 1 "Study module description" there is information only for the study module Human Resource Management (S189B155).

### ***3. Staff***

The staff members teaching on the programme are well-qualified, there is sufficient staff for the delivery of the programme and the staff meets the legal requirements. The number of teachers is 47; 17 of them are professors, 15 are associate professors, and 15 are other teachers (lecturers and assistants). The teachers with Ph.D. degree are 81% of total number of teachers teaching subjects of the programme. Biggest part of classroom activities is taught by professors and associate professors. Most of the study field subjects (51%) are taught by professors, while the electives are taught by associate professors (71%).

The academic qualifications and practical experience of the teachers are sufficient for the delivery of the programme and ensuring the achievement of the learning outcomes. The

teachers have high qualifications and rich pedagogical, research and practical experience. Teachers are subject to a formal certification every five years. The teachers' qualifications meet the legal requirements.

47 teachers deliver the programme. Number of students is 24 (2011), i.e. the ratio of teachers and students is 1:0.51. To a great degree this ratio is formal, since the lecturers are involved in other study programmes as well. There are only 6 part-time teachers (lecturers, assistants). In 2012/2013 autumn semester 5 teachers from foreign countries taught in Human Resource Management both the Bachelor and Master's programmes. The team members come to conclusion that the number of teaching staff is adequate to ensure the learning outcomes.

Teaching staff turnover is low in the period of the assessment. Average age of the teachers is 43.6 years, average age of professors is 51 years, and average age of associate professors is 37 years. Teaching staff is comparatively young and able to ensure an adequate provision of the programme.

Teachers on the study programme are encouraged to improve their qualifications through various trainings and seminars in Lithuania. A large number of the programme teachers improve their qualifications in foreign scientific and education institutions. Teachers improve their qualifications and use their skills through participating in various national and international projects. The information presented in the teachers' curriculum vitae proves that the Kaunas University of Technology provides conditions for professional development of the teaching staff.

The curriculum vitae of the teachers show that the educators are active scientists, constantly carrying out scientific research and publishing outcomes. In the period 2008-2012 the teachers, along with co-authors, have published 9 monographs, 4 scientific studies, 16 textbooks, 22 educational books, 1 vocabulary, and 49 methodical materials. However, a considerably small part of them are in the field of human resource management.

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

The Faculty of Economics and Management is equipped with 19 classrooms (1053 seats), all equipped with stationary computers and multimedia equipment. The number of available classrooms fully satisfies the implementation of full-time and part-time study. If there is a need for more than 120 seats, the Faculty uses classrooms of other KTU faculties (4

classrooms with 760 seats). The classrooms used are adequate for studies in both size and quality.

Teachers and students have access to the wireless Internet. The Faculty has a new computerized laboratory with the latest hardware and software (12 seats). Total number of computerized training rooms or laboratories is 7 (125 seats). One big classroom is equipped with a smart board. Microsoft Office (Microsoft Excel), “EWiev” 7, IBM SPSS Statistics version. 19 software packages are used in laboratory work and practical session in the Faculty. The teaching and learning equipment are adequate in both size and quality.

The Faculty library supports the programme. The Faculty of Economics and Management is equipped with wired and wireless Internet connection, as well as Internet access to other library databases – 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. The faculty library has national and foreign authors’ textbooks and teaching materials, which correspond to the study programme. Students have the opportunity to use also teaching materials in digital form, developed by the teachers. Teaching materials are prepared by the teaching staff and available to the students.

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

Admission to the programme is in accordance with the national common admission process. General admission to 45 state and non-state higher education institutions (21 university and 24 colleges) is organised by LAMA PRO (Association of Lithuanian Higher Education Institutions for the Organisation of General Admission). The number of the enrolled students in 2011 was 24, of which only 8 are in the first cycle of Human Resource Management study programme, and 16 in a minor programme. In 2012 the number of enrolled students in first cycle is only 16: 2 for state-funded place, and 14 for place not funded by state. The competitive score for state-funded place has been between 19.96 (max) and 18.82 (min), and for the places not funded by state – between 16.0 and 7.36, i.e. comparatively low. Admission to the minor study programme of HRM was carried out in the spring semester of 2013.

The Faculty of Economics and Management has established the organization of the study process. The team of experts considers that this organization of the study process



ensures an adequate provision of the programme and the achievement of the learning outcomes.

The students in the Faculty are encouraged to participate in research and applied research activities, to prepare papers, and to present them at the international scientific students' conference "Economics and Management", organized annually by the Faculty of Economics and Management. In 2012 two students who selected a minor study programme have participated at this conference.

The Faculty students have access to information about opportunities for participation in student mobility programmes. The self-assessment report shows that there are no Bachelor students in Human Resource Management programme, which study abroad, because LLL/Erasmus programme regulations allow student exchange only from 3<sup>rd</sup> year.

In 2002 the student mentor programme is introduced. It provides academic and social support to the students in their 1<sup>st</sup> year for their adaptation.

At the University the students are assessed on a ten-point grading system. Self-assessment report shows 20 different forms of student assignments, among which the exam has the biggest share – 20%. The lecturers control the study process throughout the semester. Each lecturer determines the individual assignments (tests, control tasks, group work, laboratory and individual work, term papers, academic essays). The assessment system of students' performance is clear, adequate and publicly available.

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

The first cycle of Human Resource Management study programme is implemented by the Faculty of Economics and Management. The programme is coordinated by a study programme coordinator. The programme coordinator carries out the activity in accordance with the management of the University and the Faculty: Dean and Vice-Deans, the Study Programme Committee and the Faculty Council. Responsibilities of these parties for the development, implementation and renewal of the programme are clearly allocated.

In accordance with the management of the University and the Faculty, the information and data for internal quality assurance (every month, after each semester, every academic year) are regularly collected and analyzed. The self-assessment report describes in detail the forms and organization of internal quality assurance after each semester. It is proposed to publish a quality handbook with important significance for implementation of higher education quality strategy and supervision in the university.

There are structures and procedures in the Faculty of Economics and Management for using the outcomes of internal evaluation. The first cycle of HRM study programme started in 2011 and the current external evaluation is done for the first time.

The involvement of the relevant stakeholders in evaluating and improving the processes is in place. The experts saw proof of that at the meetings during the visit.

The University plans an improvement of the model of internal study quality management system and publishing of a quality handbook.

### **III. RECOMMENDATIONS**

1. The University should create conditions for implementing study methods based on up-to-data communication technologies.
2. The University should increase the research activity of the teachers in the field of human resource management.

### **IV. SUMMARY**

The programme aims and learning outcomes are well-defined, clear and publicly accessible on the University website.

The aims and learning outcomes are consistent with the Human Resource Management Bachelor degree.

The name of the programme, its learning outcomes, content and the qualifications offered are compatible with each other. The experts evaluate as positive the change of the name – from Personnel Management to Human Resource Management.

The programme aims and learning outcomes are based on the needs of the companies, organizations and on the public needs and the needs of specialists in the field of human resource management.

The curriculum design and structure meet the legal requirements – duration of full-time study programme is 4 years, and the part-time study programme is 6 years. The total number of credits is 240.

The subjects of the programme are spread evenly during the years. Not more than 5 subjects can be studied in a semester. The themes of the study subjects are not repetitive.

The contents of the subjects are well-described and consistent with the type and Bachelor level of the studies.

The programme is oriented towards a multidisciplinary approach in the field of human resource management. The content and methods of the subjects are appropriate to the achievement of the intended learning outcomes.

The scope of the programme is sufficient to ensure learning outcomes.

The content of the programme was updated in 2012.

The teaching staff of study programme meets the legal requirements – 17 professors, 15 associate professors, and 17 other teacher. 81% of the teachers have Ph.D. degree.

The teachers have high qualifications and rich pedagogical, research and practical experience. The qualifications of the teaching staff are adequate to ensure the achievement of the learning outcomes.

47 teachers deliver the programme, the number of student is 24 (2011). Formally the ratio of lecturers to students is very low (1:0.51), but these lecturers are involved in other study programmes as well. The number of teachers is adequate to ensure the achievement of the learning outcomes.

The teaching staff is comparatively young and able to ensure an adequate provision of the programme. Teaching staff turnover is low.

The teachers are encouraged and supported to improve their qualifications. The University provides conditions for the professional development of the teaching staff.

The teaching staff of the programme is involved in research in the field of human resource management. However, this activity needs to be intensified.

The premises for studies are adequate both in size and quality.

The teaching and learning equipment (laboratory and computer equipment, consumables) are adequate both in size and quality.

The Faculty of Economics and Management was adequate arrangements for students' practice. THE Human Resource Management study programme has started in 2011, so it is early to explore the students' practice.

Teaching materials (textbooks, books, periodicals, databases) are adequate and accessible. The faculty library has Internet access to many foreign library databases.

The admission requirements are well-founded – admission to the programme is according to the national admission process.

The organization of the study process ensures an adequate provision of the programme and the achievement of the learning outcomes – the established organization for implementing the teaching process is used also for the new HRM programme.

The University ensures an adequate level of academic and social support and special attention to the students in their 1<sup>st</sup> year for their adaptation.

The expert group is satisfied that the assessment of student performance is clear, adequate and publicly available.

The Human Resource Management study programme has been accredited in April 2011. The number of enrolled students for first cycle is 8 in 2011 and 16 in 2012 so it is too early to evaluate issues such as student mobility, employment and participation in research activities.

The expert group notes that in 2012 the number of the enrolled students for state-funded place has been low, and the competitive score for the places not funded by state – comparatively low.

Responsibilities of the parties for the development, implementation and renewal of the programme are clearly allocated.

Information and data on the implementation of the programme are regularly collected and analyzed. The internal quality control consists of three forms: each month for the students in 1<sup>st</sup> and 2<sup>nd</sup> year; after each semester and after each academic year.

The outcomes of the internal evaluation of the programme are used for improving the implementation of the programme. The external evaluation is done for a first time.

The involvement of the stakeholders in evaluating and improving the programme is in place.

The main strength of the programme:

- Good competence of the teachers.
- Good idea of establishing the programme.
- Teachers have a strong commitment to the programme.
- Increasing interactive teaching methods.
- Indication of increasing cooperation with private and public sector.

The main weakness of the programme:

- Limited publication activity.
- Limited involvement in research.

## V. GENERAL ASSESSMENT

The study programme Human Resource Management (612N60002) at Kaunas University of Technology is given **positive** 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	3
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)	3
	<b>Total:</b>	<b>18</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:

Brian O'Connor

Grupės nariai:

Team members:

Modestas Gelbūda

Nina Jankova

Kari Lilja

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## V. APIBENDRINAMASIS ĮVERTINIMAS

Kauno technikos universiteto studijų programa *Žmogiškųjų išteklių valdymas* (valstybinis kodas – 612N60002) vertinama teigiamai.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	3
2.	Programos sandara	3
3.	Personalas	3
4.	Materialieji ištekliai	3
5.	Studijų eiga ir jos vertinimas	3
6.	Programos vadyba	3
	<b>Iš viso:</b>	<b>18</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

Programos tikslai ir numatomi studijų rezultatai yra apibrėžti, aiškūs ir viešai skelbiami universiteto interneto svetainėje.

Tikslai ir numatomi studijų rezultatai atitinka Žmonių išteklių vadybos bakalauro programos reikalavimus.

Programos pavadinimas, numatomi studijų rezultatai, programos turinys ir suteikiama kvalifikacija dera tarpusavyje. Ekspertai teigiamai vertina pavadinimo pakeitimą iš „Personalo vadyba“ į „Žmonių išteklių vadyba“.

Programos tikslai ir numatomi studijų rezultatai yra pagrįsti įmonių, organizacijų, visuomenės ir žmonių išteklių vadybos specialistų poreikiais.

Programos sandara ir struktūra atitinka teisės aktų reikalavimus – nuolatinių studijų programos trukmė yra 4 metai, iššestinių – 6 metai. Skiriama iš viso 240 kreditų.

Programos dalykai tolygiai išdėstyti metuose. Vieno semestro metu studijuojami ne daugiau kaip 5 dalykai. Studijų dalykų temos nesikartoja.

Dalykų turinys gerai apibūdintas ir atitinka bakalauro lygio studijas.

Programa orientuota į daugelį žmonių išteklių vadybos sričių. Dalykų turinys ir dėstyimo metodai yra tinkami numatomiems studijų rezultatams pasiekti.

Programos apimtis yra pakankama studijų rezultatams pasiekti.

2012 m. programos turinys buvo atnaujintas.

Studijų programos akademinis personalas atitinka teisės aktų reikalavimus – yra 17 profesorių, 15 docentų ir 17 kitų dėstytojų. 81 proc. dėstytojų turi filosofijos daktaro laipsnį.

Dėstytojai yra aukštos kvalifikacijos ir turi turtingą pedagoginę, mokslo tiriamąją bei praktinę patirtį. Dėstytojų kvalifikacija yra tinkama numatomiems studijų rezultatams pasiekti.

Programą dėsto 47 dėstytojai, mokosi 24 studentai (2011 m.). Oficialiai lektorių ir studentų santykis yra labai žemas (1:0,51), bet šie lektoriai dalyvauja ir kitose studijų programose. Dėstytojų skaičius yra pakankamas numatomiems studijų rezultatams pasiekti.

Akademinis personalas palyginti jaunas ir galintis užtikrinti tinkamą programos įgyvendinimą. Dėstytojų kaita nedidelė.

Dėstytojai raginami tobulinti kvalifikaciją ir yra remiami. Universitetas sudaro sąlygas akademiniam personalui tobulėti profesine prasme.

Programos dėstytojai dalyvauja moksliniuose tyrimuose žmonių išteklių vadybos srityje, tačiau šią veiklą reikia stiprinti.

Studijoms skirtos patalpos yra tinkamos ir jų pakanka.

Naudojama įranga studijoms (laboratorinė, kompiuterinė, reikmenys) tinkama ir jos pakanka.

Ekonomikos ir vadybos fakultetas turi studentų praktikai tinkamas priemones. Žmonių išteklių vadybos studijų programa pradėta įgyvendinti 2011 m., taigi dar anksti nagrinėti studentų praktiką.

Metodiniai ištekliai (vadovėliai, knygos, periodika, duomenų bazės) yra tinkami, pakankami ir prieinami. Fakulteto biblioteka turi internetinę prieigą prie daugelio užsienio bibliotekų duomenų bazių.

Priėmimo reikalavimai pagrįsti – studijuoti šią programą priimama pagal nacionalinę priėmimo procedūrą.

Studijų proceso organizavimas užtikrina tinkamą programos įgyvendinimą ir studijų rezultatų pasiekimą – nustatyta studijų proceso įgyvendinimo tvarka taikoma ir naujajai žmonių išteklių vadybos programai.

Universitetas užtikrina tinkamą akademinės ir socialinės paramos lygį ir ypatingą dėmesį studentams pirmaisiais jų adaptacijos metais.

Ekspertų grupę tenkina aiškus, tinkamas ir viešai skelbimas studentų veiklos rezultatų vertinimas.

Žmonių išteklių vadybos studijų programa akredituota 2011 m. balandžio mėn. 2011 m. į bakalauro (pirmosios pakopos) studijas priimti 8 studentai, 2012 m. – 16 studentų, taigi dar per anksti vertinti tokius klausimus kaip studentų judumas, užimtumas ir dalyvavimas mokslo tiriamojoje veikloje.

Ekspertų grupė pažymi, kad 2012 m. į valstybės finansuojamas vietas priimta nedaug studentų, o konkursinis balas į valstybės nefinansuojamas vietas palyginti neaukštas.

Aiškliai paskirstyta šalių atsakomybė už programos rengimą, įgyvendinimą ir atnaujinimą.

Nuolat renkama ir analizuojama informacija ir duomenys apie programos įgyvendinimą. Taikoma trijų rūšių vidaus kokybės kontrolė: kiekvieną mėnesį (pirmo ir antro kurso studentams), po kiekvieno semestro ir po kiekvienų akademinių metų.

Programos vidinio vertinimo išvadomis remiamasi siekiant pagerinti programos įgyvendinimą. Išorinis vertinimas atliekamas pirmą kartą.

Programos vertinimo ir tobulinimo procese dalyvauja socialiniai dalininkai.

Pagrindinės programos stiprybės:

- Dėstytojų kompetentingumas.
- Gera idėja sukurti šią programą.
- Dėstytojų pasišventimas šiai programai.
- Nuolat didėjantis interaktyvių mokymo metodų taikymas.
- Didėjantis bendradarbiavimas su privačiuoju ir viešuoju sektoriais.

Pagrindinės programos silpnybės:

- Nepakankama publikavimo veikla.
- Nepakankamas dalyvavimas moksliniuose tyrimuose.



### **III. REKOMENDACIJOS**

1. Universitetas turėtų sukurti sąlygas naujausiomis ryšių technologijomis pagrįstiems studijų metodams įgyvendinti.
2. Universitetas turėtų sustiprinti dėstytojų mokslo tiriamąją veiklą žmonių išteklių vadybos srityje.

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