



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Kauno technologijos universitetas
Žmonių išteklių vadyba PROGRAMOS (621N60005)
VERTINIMO IŠVADOS

EVALUATION REPORT
OF
Human Resource Management (621N60005)
second cycle
STUDY PROGRAMME
at *Kaunas university of technology*

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DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	Žmonių išteklių vadyba
Valstybinis kodas	621N60005
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Žmonių išteklių vadyba
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Antroji pakopa
Studijų forma (trukmė metais)	Nuolatinė (2). Iššęstinė (3)
Studijų programos apimtis kreditais	120
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Žmonių išteklių vadybos magistras
Studijų programos įregistravimo data	2011-06-27, Nr. SR-2939

INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study programme	Human Resource Management
State code	621N60005
Study area	Social Sciences
Study field	Human Resource Management
Kind of the study programme	Master in Human Resource Management
Study Cycle	Second
Study mode (length in years)	Full-time (2), Part-time (3)
Volume of the study programme in credits	120
Degree and (or) professional qualifications awarded	Master in Human Resource Management
Date of registration of the study programme	2011-06-27, Nr. SR-2939

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I. INTRODUCTION

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

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

The self-assessment report is prepared for the first time. The programme is presented to Study Quality Assessment Centre for external evaluation. It was accredited as meeting the requirements of Master's degree programme in 2011, approved by Lithuanian Republic Minister of Education and Science.

The second cycle of Human Resource Management study programme was 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 prepared by the Faculty of Economics and Management, and a site visit on 21st 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 discussing the content of the evaluation and to agree the opinions of the entire group.

II. PROGRAMME ANALYSIS

1. Programme aims and learning outcomes

The programme prepares competent specialists with the Master's Degree in the field of human resource management. The aims of the programme are to prepare specialists with knowledge and holistic human resource management awareness, with knowledge, skills and tools suitable in both science achievements and practical activity. The aims and learning

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

Programme aims and learning outcomes are based on the needs of human resource management professionals for systematic knowledge and skills in scientific and applied research and practical contextual experience in the fields of human resource management. The aims and learning outcomes are based on the needs of the labour market and the academic and professional requirements for the qualification level VII according to the provisions of Lithuania Qualifications Framework.

Learning outcomes of the second 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 self-assessment report (SAR) shows the connection between the study programme outcomes and the study subjects – evidence that the programme subjects ensure the development of knowledge and skills and the achievement of the programme aims. The programme aims and learning outcomes are consistent with a Master's degree in the field of human resource management.

The name of the Human Resource Management study programme, its learning outcomes, contents and the qualifications offered are compatible with each other. The self-assessment report states that the programme name has been changed – from the traditional term Personnel Management to Human Resource Management. This change has been discussed with the teachers during the visit and evaluated as positive. The experts support this evaluation. The Human Resource Management study programme is a classic programme, which is offered in many foreign universities, and provides opportunities for using the positive experience in training and research in the field of the human resource management.

2. Curriculum design

The design of the HRM programme meets the legal requirements. The programme consists of three parts: study field subjects (10 subjects), compulsory university subjects and elective subjects, and the final degree project. The duration of full-time study programme is 2 years, and the part-time study programme is 3 years. The credit weightings are allocated to each study subject and the final degree project. The Master's programme has 120 credits; the total student workload per credit is 26.6 hours.

The study programme consists of 10 basic study field subjects: Human Resource Research Methodology, Change Management, Human Resource Management in International Organizations, Strategic Human Resource Management, Salaries Management, Human Capital Management, Leadership, Competency Management, Human Resources Audit, Negotiation and Conflict Management. These subjects provide awareness of human resource management theories and practices. The subjects are spread evenly over the semesters. Not more than 5 subjects can be studied in a semester for full-time students, and not more than 3 subjects for part-time students. Study field subjects comprise of 65 ECTS credits. Compulsory university subjects and elective subjects for full time study programme comprise of 25 ECTS credits, and final degree project – 30 ECTS credits. The themes of the subjects are not repetitive. There is significant emphasis on independent work done by the students – it is 64-67% of every study subject volume (the legal requirement is no less than 30% of each study subject volume).

The content of the study subjects are well-described and consistent with a Master's degree in the field of human resource management. The subject descriptors show the link between subjects learning outcomes and those of the programme. The teachers determine the study and assessment methods for achieving the outcomes, as well as a plan for the allocation of lecture, tutorial, practical and self-study hours to the various topics.

The contents of the subjects are appropriate for the achievement of the intended learning outcomes. The teachers use more than 22 different study methods. The self-assessment report shows insufficient emphasis on the application of study methods based on up-to-date communication technologies.

The programme has a volume of 120 credits in the full-time and part-time study form. The scope of the programme ensures that the programme learning outcomes are achieved.

The second cycle programme Human Resource Management is a new programme, which was accredited in 2011. Since the accreditation the objectives of the programme have had some changes, as well as changes to the structures of the learning outcomes. The content of the programme reflects the latest achievements in science.

3. Staff

The lecturers in the HRM Masters study programme are well-qualified with practical work experience and participation in different human resource management activities. The number of teachers is 13, of which 7 are professors, 4 are associative professors, 1 is a

lecturer, and 1 teacher. There are 12 teachers with Ph.D. degree, i.e. 92.3% of all the teachers. Study field subjects are taught by 9 teachers, 5 of whom are professors, i.e. 55.6% of all study field teachers (the legal requirement is at least 20% of study field subjects have to be taught by professors).

The qualification of the teachers is sufficient to ensure the learning outcomes. The lecturers have high qualifications and rich pedagogical, research and practical experience. Teachers are subject to a formal certification process every five years.

13 teachers deliver the programme. In the HRM Master's degree programme only 1 teacher is part-time. Professors lead 76.9% of all the subject lectures in the study programme, 62.5% of other classroom activities, and 60.5% of extracurricular work. The number of students is 28 (2011), i.e. the ratio of lecturers to students is 1:2.15. The expert team members come to conclusion that the number of teaching staff is adequate to ensure learning outcomes, but the self-assessment team has identified that the KTU recruitment process limits the number of practitioners involved in the delivery of the programme.

Teaching staff turnover is low in the period of the assessment. Average age of the programme teachers is 42.5 years. Average age of the associate professors is 36. This is a potential for development of their scientific and education activities. Most of the professors and associate professors are comparatively young and able to ensure adequate provision of the programme.

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

The curriculum vitae of the teachers indicate that they are active scientists, constantly carrying out scientific research and publishing outcomes. In the period 2008-2012 the teaching staff wrote and published 2 monographs, 2 scientific studies, 5 textbooks, 8 educational books, 1 dictionary, and 22 methodical materials, many of which are in the field of human resource management.

4. Facilities and learning resources

The Faculty of Economics and Management has 19 classrooms (1053 seats), all of which are equipped with stationary computers and multimedia equipment. The number of available classrooms fully satisfies the implementation of full-time and part-time study. There is a possibility to use 2 additional teaching laboratories (70 seats) in other faculties. The classrooms used are adequate for the Masters study programme in both size and quality, but the self-assessment team considers that the number of classrooms adapted for interactive problem training is insufficient.

Teachers and students have access to wireless Internet. In the Faculty there is a new computerized laboratory with the latest hardware and software (12 seats). The total number of computerized training rooms or laboratories is 7 (125 seats). One big classroom is equipped with a smart board. Microsoft Office (Microsoft Exel), “EWiev” 7, IBM SPSS Statistics version and 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 and department funds are in place to support the programme. The Faculty of Economics and Management is equipped with wired and wireless Internet, 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 contains national and foreign authors’ textbooks and teaching materials, which content corresponds to the study programme.

In 2010 under the project “Improvement of the quality of studies, increasing internationality” 72 latest textbooks have been purchased, of which 37 are on the subjects of Management and Human Resource Management.

Teaching materials are prepared by the teaching staff and available for the students. Students can also use digital teaching materials prepared by the teachers.

5. Study process and student assessment

Direct admission to the second cycle of Human Resource Management study programme is based on having a Bachelor degree and having successfully completed Management and Human Resource Management subjects. Applicants with Bachelor degree in other fields need to study one more 30 credits semester. The information on the programme is

available from the KTU Admission Office and the website. The admission requirements are well-founded.

The second cycle Human Resource Management study programme has been accredited in June 2011. In 2011/2012 academic year have been enrolled only 14 students for cyclical programme studies. After the first year 3 of them interrupted their studies, but 2 have come from other programmes. In academic year 2012/2013 the number of enrolled students has been 28 – 12 for state-funded places, 8 for places not funded by state, and 8 for cyclical studies. The competitive score for state-funded place has been between 8.08 (max) and 7.25 (min), and for places not funded by state – between 6.73 (max) and 5.53 (min). The opinion of the expert group is that the competitive score for places not funded by state has been on a low level.

There is an organization of the study process in the Faculty of Economics and Management. The experts' view is 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.

Students are provided with current information on the opportunities for participation in different student mobility programmes.

The students get academic and social support from the Faculty administration, lecturers of departments and the Student Union.

The students are assessed on a ten-point grading system. The lecturer controls the study process throughout the semester. Self-assessment report shows that the structure of cumulative grade is normally dominated by the exam (22%), colloquium (15%), group work and seminar (10%), reports and individual work (7%), test (3%), individual laboratory work (2%), other tasks - debates, case study, practical tasks (17%). Students may see their evaluations on Kaunas University of Technology website. The assessment system of students' performance is clear, adequate and publicly available.

6. Programme management

The second cycle of Human Resource Management study programme is implemented by the Faculty of Economics and Management. Administration of the study programme is

carried out by a programme coordinator. The programme coordinator works together with the leadership of the Faculty of Economics and Management: 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.

The Human Resource Management study programme is supervised by the Studies Programme Committee which includes a student representative, representative of business and employers, and lecturers. SAR describes in detail the forms used for internal control. Information and data of internal quality assurance are regularly collected and analysed after each semester and every academic year.

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

The involvement of the relevant stakeholders in evaluating and improving the processes is in place. The experts have had evidence for this during their visit.

III. RECOMENDATOINS

1. The University should provide conditions for applying teaching and study methods based on up-to-date communication technologies.
2. The University should increase the research activity of the teachers in the field of human resource management.

IV. SUMMARY

The programme is designed to produce highly qualified graduates in the field of human resource management. The programme aims and learning outcomes are well-defined, clear and publicly accessible on the Kaunas University of Technology website.

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

The aims and learning outcomes are consistent with the Human Resource Management Master's degree.

The name of the programme, its learning outcomes, content and the qualifications offered are compatible with each other. The change of the name from Personnel Management to Human Resource Management is evaluated as positive by the expert group.

The curriculum design and structure of the programme meet the legal requirements – duration of full-time study programme is 2 years, and the part-time study programme is 3 years. The total number of credits is 120.

The subjects of the programme are spread evenly during the semesters. 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 Master's level of the studies.

The content of the subjects is appropriate to the achievement of the intended learning outcomes. There is insufficient emphasis on the methods of study based on up-to-date communication technologies.

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

The objectives of the programme and structure of the learning outcomes are updated in 2012.

The teaching staff of study programme meets the legal requirements – 7 professors, 4 associate professors, and 2 other teachers. 93% 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 learning outcomes.

13 teachers deliver the programme; the number of student is 28 (2011). The ratio of lecturers to students is 1:2.15. The number of teachers is adequate to ensure learning outcomes, but SAR considers that the KTU recruitment process limits the number of practitioners involved in the delivery of the programme.

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 to improve their qualifications. KTU provides conditions for the professional development of the teaching staff necessary for the provision of the programme.

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

The premises for studies are adequate in both size and quality for the delivery of the programme.

The teaching and learning equipment (laboratory and computer equipment, consumables) are adequate in both size and quality. The self-assessment team considers that the number of classrooms adapted to interactive problem training is insufficient.

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

The admission in the second cycle HRM programme is direct. The admission requirements are well-founded. The expert group notes that the competitive score for places not funded by state has been on a low level.

The organization of the study process ensures an adequate provision of the programme and the achievement of the learning outcomes – the established organization for carrying out of the teaching process in the Faculty is used in the new HRM programme. KTU ensures an adequate level of academic and social support.

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

The Human Resource Management study programme was accredited in April 2011. In 2011, 14 students were enrolled for cyclical programme studies. In 2012/2013 the number of enrolled students for full-time studies is 28 – 12 for state funded place, 8 for non-state funded place, and 8 for cyclical studies. As the programme is in its first year, it is too early to evaluate issues such as student mobility, employment and participation in research activities.

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

Information and data on the implementation of the programme are regularly collected and analysed after each semester and every academic year.

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

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

The main strength of the programme:

- Good idea for establishing the programme.
- Good competence of the teachers.
- Core the teachers have a strong commitments to the programme.
- Comparatively young teaching staff.
- Teaching staff turnover is low

The main weakness of the programme:

- Limited involvement in research.
- Significant emphasis on independent work by the students.
- Limited number of practitioners involved in the delivery of the programme.

V. GENERAL ASSESSMENT

The study programme Human Resource Management (621N60005) 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
	Total:	18

*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:

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V. APIBENDRINAMASIS ĮVERTINIMAS

Kauno technikos universiteto studijų programa *Žmogiškųjų išteklių valdymas* (valstybinis kodas – 621N60005) 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
	Iš viso:	18

* 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

Programa skirta parengti aukštos kvalifikacijos žmonių išteklių vadybos srities absolventus. Programos tikslai ir numatomi studijų rezultatai yra apibrėžti, aiškūs ir viešai skelbiami Kauno technologijos universiteto interneto svetainėje.

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

Tikslai ir numatomi studijų rezultatai atitinka žmonių išteklių vadybos magistratūros 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 sandara ir struktūra atitinka teisės aktų reikalavimus – nuolatinių studijų programos trukmė yra 2 metai, iššestinių – 3 metai. Skiriama iš viso 120 kreditų.

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

Dalykų turinys gerai apibūdintas ir atitinka studijų rūšį bei bakalauro lygio studijas.

Dalykų turinys yra tinkamas numatomiems studijų rezultatams pasiekti. Nepakankamai dėmesio skiriama studijų metodams, pagrįstiems naujausiomis ryšių technologijomis.

Programos apimtis yra pakankama studijų rezultatams pasiekti.

Programos tikslai ir numatomų studijų rezultatų struktūra atnaujinti 2012 m.

Studijų programos akademinis personalas atitinka teisės aktų reikalavimus – yra 7 profesoriai, 4 docentai ir 2 kiti dėstytojai. 93 proc. dėstytojų turi filosofijos daktaro laipsnį.

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

Programą dėsto 13 dėstytojų, mokosi 28 studentai (2011 m.). Lektorių ir studentų santykis – 1:2,15. Dėstytojų skaičius yra pakankamas numatomiems studijų rezultatams pasiekti, bet savianalizės suvestinėje nurodyta, kad įdarbinimo KTU procedūra riboja programą dėstančių specialistų skaičių.

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

Dėstytojai raginami tobulinti kvalifikaciją ir yra remiami. KTU sudaro sąlygas akademiniam personalui tobulėti profesine prasme, kad jie galėtų įgyvendinti programą.

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. Savianalizės grupė mano, kad interaktyviam mokymui pritaikytų skirtų auditorijų skaičius nepakankamas.

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

Studijuoti žmonių išteklių vadybos programos magistrantūrą priimama tiesiogiai. Priėmimo reikalavimai pagrįsti. Ekspertų grupė pažymi, kad konkursinis balas į valstybės nefinansuojamas vietas neaukštas.

Studijų proceso organizavimas užtikrina tinkamą programos įgyvendinimą ir studijų rezultatų pasiekimą – nustatyta studijų proceso įgyvendinimo fakultete tvarka taikoma ir

naujajai žmonių išteklių vadybos programai. KTU užtikrina tinkamą akademinės ir socialinės paramos lygį.

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 ciklines studijas priimta 14 studentų. 2012/2013 m. į nuolatinės studijas priimti 28 studentai, iš jų 12 – į valstybės finansuojamas vietas, 8 – į nefinansuojamas ir 8 – į ciklines studijas. Kadangi dar tik pirmi metai, kai įgyvendinama ši programa, per anksti vertinti tokius dalykus kaip studentų judumas, užimtumas ir dalyvavimas mokslo tiriamojoje veikloje.

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

Po kiekvieno semestro ir po kiekvienų akademinį metų renkama ir analizuojama informacija bei duomenys apie programos įgyvendinimą.

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

Programos vertinimo ir tobulinimo procese dalyvauja socialiniai dalininkai.

Pagrindinės programos stiprybės:

- Gera idėja sukurti šią programą.
- Dėstytojų kompetentingumas.
- Pagrindiniai dėstytojai pasišventę šiai programai.
- Palyginti jaunas akademinis personalas.
- Nedidelė akademinio personalo kaita.

Pagrindinės programos silpnybės:

- Nepakankamas dalyvavimas moksliniuose tyrimuose.
- Didelis *dėmesys studentų* savarankiškam darbui.
- Nedaug specialistų (praktikų) dėsto šią programą.

III. REKOMENDACIJOS

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

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