



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Vilniaus Gedimino technikos universiteto  
***NEKILNOJAMO TURTO VALDYMO PROGRAMOS***  
**(621N20013)**  
**VERTINIMO IŠVADOS**

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**EVALUATION REPORT**  
***OF REAL ESTATE MANAGEMENT (621N20013)***  
**STUDY PROGRAMME**  
at Vilnius Gediminas Technical University

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Išvados parengtos anglų kalba  
Report language - English

Vilnius  
2013

## DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	<i>Nekilnojamo turto valdymas</i>
Valstybinis kodas	621N20013
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Vadyba
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Antroji
Studijų forma (trukmė metais)	Nuolatinė (1,5), iššęstinė (2)
Studijų programos apimtis kreditais	90
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Vadybos magistras
Studijų programos įregistravimo data	1997 05 19

## INFORMATION ON ASSESSED STUDY PROGRAMME

Name of the study programme	<i>Real Estate Management</i>
State code	621N20013
Study area	Social Sciences
Study field	Management
Kind of the study programme	University Studies
Level of studies	Second
Study mode (length in years)	Full-time (1,5), part-time (distance learning studies) (2)
Scope of the study programme in credits	90
Degree and (or) professional qualifications awarded	Master of Management
Date of registration of the study programme	1997 05 19

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The Centre for Quality Assessment in Higher Education

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## I. INTRODUCTION

Master's Degree Study Programme Real Estate Management is implemented and developed by the Department of Construction Economics and Property Management of the Faculty of Civil Engineering of the Vilnius Gediminas Technical University (hereinafter – VGTU). The programme is implemented in collaboration with the faculty members of the Faculty of Civil Engineering (Department of Construction Technology and Management and Department of Reinforced Concrete and Masonry Structures). The VGTU offers three study programmes related to real estate management. One of the programmes in Real Estate Management is provided together with the Belarusian State University of Technology. This programme is provided in Russian and English languages. Another similar joint degree master programme in Sustainable Real Estate Management will be provided in collaboration with Kaliningrad State Technical University (KVTU). All these three programmes are similar by their content as well as intended learning outcomes. The joint degree study programmes are first of all oriented to international students. The master level Real Estate Management study programme, which is offered in Lithuanian language and in both study forms, full-time and part-time studies, is first of all oriented for offering good education in real estate management in Lithuanian language.

Real Estate Management study programme (offered mainly for the Lithuanian students) previously was assessed and accredited by the Centre for Quality Assessment in Higher Education in 2005. The general assessment of the programme was positive.

The Self-Evaluation Group for the master's Real Estate Management study programme for preparing the Self-Evaluation Report (SER) for the next round of the regular assessment of this programme was established in June, 2012. The new SER, prepared in 2012, includes information about improvements of the Programme according to the recommendations of experts in 2005 (see Chapter 6 and Appendix 5 of the SER 2012).

The expert team visited the Faculty of Civil Engineering of VGTU 8<sup>th</sup> February 2013 participating in several meetings organised by the Department of Construction Economics and Property Management of the Faculty of Civil Engineering of VGTU. During the site visit, the team members had the opportunity to speak with the representatives of all stakeholders, to discuss teaching and learning conditions with the students and faculty members, to become acquainted with the infrastructure of the University and Faculty, etc. All necessary additional

materials related to the assessment of the programme have been provided upon the request of the expert team. The team is thankful for this support.

## II. PROGRAMME ANALYSIS

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

The main aim of the Real Estate Management study programme is defined as: to prepare high quality real estate management specialists – Masters of Management, supporting them with a comprehensive theoretical and practical knowledge in real estate valuation, management, development, information and intelligent technologies (see SAR). The objectives and expected study outcomes are elaborated following the defined aim of the programme. The defined aim, objectives and expected study outcomes creates necessary framework for implementation and further development of the Real Estate Management study programme. According to the SAR, the programme is intended to be an interdisciplinary study programme that provides graduates with theoretical knowledge and practical skills allowing them to be innovative and creative in solving problems in quickly changing economic environment.

The aim and objectives of the programme are closely related to the intended learning outcomes that are defined in the fields like knowledge and understanding, cognitive skills, practical skills and transferable skill. In general, the intended learning outcomes correspond to the qualification requirements indicated in the National Qualifications System. The competences that graduates are intended to get combine professional knowledge and skills with the capabilities to organize and manage complicated business processes and to make decisions that base on the analysis of several interacting and changeable factors. Information about the intended learning outcomes and their compatibility with the aim and objectives is available for all stakeholders through the web of the VGTU:

(<https://medeine.vgtu.lt/programos/detalizacija.jsp?sid=H&prog=41&rus=U&fak=2&klb=en>).

Additional necessary information is also available through the information system “AIKOS” of the Lithuanian Ministry of Education

([http://www.aikos.smm.lt/Aukst\\_kom\\_priemimas\\_c.htm?m=program&a=displayItem&id=62603S114](http://www.aikos.smm.lt/Aukst_kom_priemimas_c.htm?m=program&a=displayItem&id=62603S114)).

The Real Estate Management study programme is not unique in national and international sense. Real Estate Management study programmes are provided at two Lithuanian universities: Vilnius

Gediminas Technical University and Kaunas University of Technology. The programme under assessment in general corresponds with similar international study programmes in Europe. Even VGTU offers two additional international double degree programmes in Real Estate Management. Thus, additional emphasis has to be given to further comparative analysis and synchronization of the defined aims, objectives and learning outcomes of different programmes taking into account their special niche in Lithuanian labour and educational market. The long-run sustainability of the portfolio of the three programmes needs a thorough analysis

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

The structure and volume of the study programme Real Estate Management corresponds to the Requirements for Master's Study Programmes in Lithuania (Order of Minister of Education and Science of 3 June, 2010, Nr. V-826). The amount of contact-work and self-study work corresponds to the general requirements of master studies. The programme covers 90 credits, which is the minimum of the required amount of credits for the master level study programme (required interval of credits is 90-120). Recent revision of the programme was in 2011 when the new structure of Real Estate Management master degree study programme was developed relying on the General Requirements of Master Degree Programmes (Žin., 2010, No 67-3375) and Master Degree Studies Regulations of Vilnius Gediminas Technical University (confirmed by VGTU Rectors order in 2011, decision No. 193) as well as on other legal acts regulating study process in Lithuania.

The amount of studies, including their distribution between students' individual and class work meet the minimum requirements of the studies' regulating legal acts. The duration of Master Degree studies is 1.5 years for full-time studies and 2 years for part-time studies. The study programme contains of 13 study subjects in full-time studies and 14 subjects in part-time learning studies. 60 ECTS credits are dedicated to subjects of Management Field and 30 ECTS credits are dedicated to preparation of Final Thesis. This distribution of credit points between different parts of master studies is in accordance with the common practice of master studies' programmes in Lithuania that are oriented to practical work of graduates. Taking into account that the programme has both practical and academic orientation, the increase of the required minimum amount of credit points (90 ECTS) has to be considered.

There are some differences in curriculum design and organizing of study process between full time and part time studies; these differences are in accordance with valid regulations and legal

acts. Both part-time and full-time students, have to prepare and defend master thesis. Students are starting to prepare master thesis from first semester in full-time studies and from second semester in part-time studies. The preparation of the final thesis is well organized and consists of three parts: 1. Part of master thesis - Thesis 1 (3 ECTS); 2. Part of master thesis - Thesis 2 (3 ECTS); 3. Part - Final Thesis (24 ECTS). This approach for preparing and supervising of master thesis is reasonable and encourages both students and teaching staff for cooperation in conducting joint research activities. The system of guidance of preparing and defending master thesis is precisely elaborated and implemented, and students are well informed about the rules and requirements (e.g. see information presented in Appendix 4 of SER).

The practice is not scheduled in the curriculum design. The explanation is that the most of the students are already working at real estate companies and they are joining the programme to acquire additional knowledge and skills that are applicable in their practical working activities. Taking into account that the programme is interdisciplinary and oriented to preparation of graduates for their practical work in the broad field of real estate management, more attention should be devoted to interlinking theoretical knowledge and practical skills and to offer also possibilities for practice that has to be organised in good cooperation of academic staff and professionals.

The curriculum design needs more focus on incorporating real estate management problems into the changing global economics and business environment (macroeconomic issues, global business strategies, technology management, etc). Development of the curriculum needs close cooperation with all stakeholders, particularly with alumni and social partners as potential employers. The curriculum design has also to be focused on closer cooperation with leading European universities that have implemented internationally well-accepted programmes in real estate management.

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

Teaching staff that is involved in the implementation and development of the Real Estate Management study programme in both study forms, full-time and part-time, meet necessary national and VGTU requirements regarding staff composition and qualification. 94.5% of teachers have scientific degree and the scientific research field of all teachers is compatible with the subjects taught (minimal requirement is 40% of teachers teaching field subjects). All teachers have both academic and practical experience. The age structure of teaching staff is

favourable for implementation and development of the programme. The majority of teachers are from the age group 30-50 years; the share of young teachers (age group 30-40 years) is 30.8% (4 teachers) in full-time studies and even 50% (7 teachers) in part-time studies. Teaching staff has good potential for future development of the programme and its curriculum; this potential of the staff is somewhat underused by implementation and development of the programme during the recent years.

All teachers of the programme are actively involved in the research activities participating in national and international research projects and networks, publishing actively their research results and discussing results in international and national conferences and seminars. The international mobility of teaching staff is good. Every year more than 50% of teachers of the programme are involved in several international mobility programmes taking also lectures abroad. Also foreign teachers are regularly involved (at least 4 teachers every study year) in the implementation of the programme offering lectures and seminars as well as providing advice for preparing course works and master thesis.

The students/teachers ratio is favourable for students and due to the decrease of students' number this ratio (students per teaching staff: students/teachers) is improving: it was 3.5 students per teaching staff (53/15) in full-time studies and 3.8 (61/16) in part-time studies during the study year 2007-2008, and 2.6 (34/13) in full-time and 2.1 (30/14) in part-time studies during 2011-2012. The good potential of well qualified teaching staff is somewhat underused due to these changes during the recent years. Taking into account these trends, the programme management has to put serious attention to ensuring the long-run sustainability of the programme, particularly economic sustainability. As a consequence, the programme management has to put also additional emphasis on revising the admission rules.

Academic workload of teaching staff makes up, in average, about 62.1% of the total annual load for teaching activities and additional workload can be devoted for research, management, administrative and other activities. Thus, teachers have time for research and other academic activities. Teaching staff involved in the programme is rather heterogeneous according to their workload.



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

The Department of Construction Economics and Property Management of Faculty of Civil Engineering of the VGTU that is conducting Real Estate Management study programme has good study infrastructure in the entire VGTU (e.g. University library, auditoriums, computer labs, etc). Facilities, including library, auditoriums, and computer classrooms are adequate to support the fulfilment of the programme objectives.

The Library of the VGTU has 11 reading rooms; five of them are located in Central Library (General, Scientific Information, Internet, Gallery, Individual work rooms) and six in the faculties. There is also reading room located by the Faculty of Civil Engineering. The VGTU Library offers the access to the majority of internationally well-known electronic databases and materials.

All the auditoriums of the VGTU meet hygienic and safety requirements, and are equipped with necessary computers, audio and video equipment etc. Additionally, the Department of Construction Economics and Property Management has high quality laboratory equipment which is used for scientific research of faculty members and students.

Lot of necessary study materials in the field of real estate is prepared by the teachers involved in the implementation of the programme. Teachers prepare several methodological tools: handouts, compendiums, videos. Some teachers offer the methodological materials in their personal web pages or VGTU Moodle system (<http://moodle.vgtu.lt/>).

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

##### **5.1. Student admission and competition**

Information about the admission requirements and procedures is available from the web of the VGTU and Faculty of Civil Engineering. Information is also available through the Admissions Office and directly at the Department of Construction Economics and Property Management. Additional information is also offered during the *Open day* event organized by the VGTU. The prerequisite for entering the master programme of Real Estate Management are: 1) Compulsory general subjects of bachelor's study programmes: mathematics 12 ECTS; information

technologies (4 ECTS); 2) Compulsory special subjects of bachelor's study programmes: microeconomics, macroeconomics and management (15 ECTS).

The rules for entering the programme in Real Estate Management are clearly elaborated and students have necessary information about these rules.

20 students of the 32 applicants with the 1<sup>st</sup> priority for programme and 159 of total applicants were admitted in the full-time studies in 2011. The application numbers for part-time studies are somewhat lower. The difference between the lowest and highest competitive points of the enrolled students is rather small and has declined in both study forms during the period 2007-2011. The difference between the lowest and highest competitive points formed 35% of the average the points in full-time studies in 2007 and only 13.5% in 2011. In the case of part-time studies the respective numbers were 41.5% and 25.3% (calculations are made based on information based in SER) in 2007 and 2011. Thus, the heterogeneity of students groups is not large and that creates favourable preconditions for providing high quality education. Also the success rate of graduation is rather high, over 70% in both study forms, full-time and part-time studies (see tables 5.3 and 5.4 in SER). Taking into account that demographic situation is unfavourable and the number of applicants to the universities is gradually declining in Lithuania, the admission procedures have to be continuously revised followed by possible changes in the curriculum design, too. For instance, additional attention should be devoted to the revision of the admission rules reconsidering the reasonability to require 12 ECTS in mathematics, as a prerequisite.

## **5.2. Study process and assessment of students' achievements**

Study process is organised according to the VGTU rules and requirements following also special regulations of the Faculty and Department that ensure the implementation and development of the Real Estate Management master study programme. Students have to fulfil their study assignments (e.g. homework, course papers, presentations, etc., preparation of master thesis) during the semester according to the schedule presented in the programme of a study subject. The preparation of master thesis is divided into three parts. The requirements and guidance of the master thesis' preparation process are clearly elaborated. More attention has to be devoted on considering real estate management aspects in the master thesis.

Students' achievements are regularly assessed on the basis of VGTU Students' Knowledge Assessment Order, approved by the resolution of VGTU Senate (31 May 2011, No 51-2.4). For the assessment of students' achievements and their work in progress, *criteria-based proportional knowledge assessment system* is used. Students get sufficient information about their assessment from their teachers and also using the information system (<https://medeine.vgtu.lt/studentams.html>). The results of exams are entered into the database within five calendar days after the examination for full-time students and within 30 calendar days for part-time students. The established system allows the management to regularly analyse the possible reasons of students' drop-outs and to introduce appropriate measures, if necessary.

As a rule, the graduates of the VGTU have broad career advancement and perspectives. This opinion was also proved within the survey of the VGTU graduates and employers "Quality of studies in the context of industry" which took place in 2009. The survey involved 188 Lithuanian companies and 416 VGTU graduates who had finished the university not later than within 5 years.

### **5.3. Students' participation in research activities and their international mobility**

Students are encouraged to take part in research activities. In collaboration with the supervisors, students develop research work and prepare research papers presenting them in scientific conferences and seminars. Students and their supervisors often prepare joint reports for the Young Scientist Conference "Science – Future of Lithuania", the best of them are published in the Conference Proceedings.

Students of Real Estate Management study programme are involved in international students' mobility programmes. In 2007–2011, 28 students participated in the ERASMUS programme, nine of them had practice, 19 – international studies. The main activities of mobility promotion are performed by the VGTU International Relations Office, which organizes student exchange, provides support and information, arranges foreign language trainings, etc. Mobility of students is limited due to their employment and therefore impossibility to leave their jobs for a long time. The Faculty and Department have to put more emphasis on organising well-functioning students exchange with the European partner universities where programmes in Real Estate Management are performed on high international level. The potential of teaching staff is good for conducting these activities.

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

### **6.1. Programme administration**

Programme management is developed in accordance with the Law of Higher Education and Research of Republic of Lithuania (30 April 2009 No XI-242) following the rules and regulations of the VGTU and special amendments of the Faculty and Department ensuring the development and implementation of the Real Estate Management study programme.

At Faculty level study programmes are managed by the Dean's Office and the Faculty Council. Issues on education and studies have to be regularly discussed by the Study Committee. The implementation of the study programmes and the monitoring of the study process are supervised by the Vice-Dean for Studies, appointed by the Dean of the Faculty. Social partners and students are involved in the programme management and quality assurance processes. Representatives of social partners are invited to read lectures, supervise students' final works, to be chairman in the Examination Committees for Qualification Degrees. The Alumni of graduates of the Real Estate Management study programme is established. During the visit the expert team experienced that those who were present had little information about this association.

Information system, that has to support programme management, includes the data of students' progress and drop-outs, topics of final works and their assessment, assessments of teachers, mobility statistics of teachers and students, lists of prepared and purchased teaching materials and books, recommendations of stakeholders, students' surveys data, graduates opinions, etc. All information related to the implementation of the programme is stored in the VGTU information system.

### **6.2. Internal quality assurance**

Internal quality assurance system is elaborated following the rules and requirements of the VGTU. The quality assessment system includes all necessary fields of implementation and development of a programme: analysis of study programme and curriculum development, preparation of students' final works, monitoring of knowledge assessment and study progress, control of study process implementation, enrolment to university, self-assessment and feedback, etc. However, the proper use of all information was not demonstrated convincingly during the visit.

The recommendations of the previous assessment conducted by the Centre for Quality Assessment in Higher Education in 2005 were profoundly analysed and proper measures for development of the programme have been elaborated (see table 6.1 in SER).

Despite the fact that all rules and regulations are followed for creating good management system, the implementation and development of the programme need stronger cooperation between the Faculty and the Department putting emphasis on elaborating the long-run visions and sustainability of the programme in Real Estate Management. Regular use of a self-critical SWOT analysis is needed. The results of these analyses have to be implemented for the improvement of the programme and revising the curriculum taking into account the changes in the local and global business environment and the increasing competition in the international and local higher educational markets.

The Faculty management has to take a fresh look at the programme involving external experts. Decreasing number of students, the strong competition for the applicants, and the changing economic environment need new initiatives, creative solutions for the long term sustainability.

### **III. Recommendations**

1. Additional emphasis has to be given on further comparative analysis and synchronization of the defined aims, objectives and learning outcomes of all programmes in Real Estate Management offered by the VGTU taking into account their special niche in the Lithuanian and international labour and educational markets. The synergetic effects have to be found and even the possibility to merge programmes in the long run has to be considered.
2. The admission procedures have to be continuously revised. For instance, additional attention should be devoted to the revision of the admission rules reconsidering the reasonability to require 12 ECTS in mathematics, as a prerequisite.
3. In order to encourage additional good students who are not yet working in the real estate areas to join the programme, the expert team recommends offering professional practice (field work) as an additional elective part of the studies in the curriculum.
4. The curriculum design needs more focus on incorporating real estate management problems into the changing global economics and business environment (macroeconomic issues, global business strategies, value chain management, etc). These aspects could be included in the master theses.
5. Taking into account that the programme has both practical and academic orientations, the increase of the required minimum amount of credit points (90 ECTS) can be considered. Additional credits can be used for the admitted engineering undergraduates to learn basic business and economics subjects, and for the admitted business undergraduates to catch up in technological aspects of the programme.
6. More attention has to be devoted to development of several forms of students' international mobility encouraging research collaboration between Lithuanian and international students under supervision of local and international faculty members. The Faculty and Department have to put more emphasis on organising well-functioning students exchange with the European leading universities where programmes in Real Estate Management are performed on high international level.

7. Due to the economic and demographic situation of the country, strong emphasis has to be given on elaborating the vision of long-run sustainability of the programme. Programme management and quality assurance system have to regularly provide necessary information and procedures for analysing the perspectives for long-run sustainability, and assist in the implementation of proper measures to ensure sustainability. Regular use of a self-critical SWOT analysis is needed.
  
8. The cooperation between Faculty and Department has to be significantly strengthened in order to continuously ensure good quality of Real Estate Management study programme. The Faculty management has to take more responsibility for programme administration to make the necessary decisions more quickly and timely.

#### **IV. Summary**

The aim, objectives and expected learning outcomes of the programme are in conformity with the national and over University regulations and requirements. The programme is interdisciplinary, aiming to combine knowledge and skills of business management and special needs of real estate sector. The programme is not unique in Lithuania and VGTU (e.g. the VGTU offers two additional international double degree programmes in Real Estate Management). That creates new challenges for the development of the programme and emphasizes the necessity of regular revision of the aim, objectives and expected learning outcomes of the programme taking long run visions into account.

The programme and curriculum design are elaborated and implemented according to the national and VGTU requirements offering the minimum amount of the required credits of a master programme. Taking into account that the interdisciplinary programme has both practical and strong academic orientation, the increase of the required minimum amount of credit points (90 ECTS) devoted to the programme can be considered. The programme does not offer possibilities for professional practice. Therefore there will be a risk that those students who are not working in the real estate areas do not necessarily get sufficient practical skills in accordance with the expected learning outcome.

Curriculum design has to be dynamic and continuously upgraded following the feedback of stakeholders and including the new trends in real estate management education. This process needs more focus on incorporating real estate management problems into the changing global economics and business environment (macroeconomic issues, global business strategies, technology management, etc). Development of the curriculum needs close cooperation with all stakeholders, particularly with alumni and social partners as potential employers. The curriculum design has also to be focused on closer cooperation with European partner universities that have implemented internationally well-accepted programmes in real estate management.

The composition and qualification of teaching staff is in accordance with the national rules and requirements and also in compliance with the requirements ensuring the implementation of the programme's objectives. Teaching staff is well involved in research and internationalization activities and has good potential for future development of the programme and its curriculum. This potential of the staff could be somewhat underused due to the declining number of students.



The decrease of student/teacher ratio is favourable for providing good quality education; however, there is a risk that current trends can put serious pressure on the economic sustainability of the programme in the long-run perspective.

The facilities and learning resources are sufficient for implementation and development of the programme in Real Estate Management.

The admission of students, study process and assessment of students' achievements is organised according to the university and faculty rules and requirements. The rules for assessment of students' achievements are well elaborated and linked to the expected study outcomes. Due to the demographic situation in the country, the admission procedures have to be continuously revised followed by possible changes in the curriculum design, too.

The process of preparing master thesis is well organised. More attention has to be devoted to considering real estate management aspects more deeply in the master theses. The involvement of students in international students' exchange is relatively weak. There is still room for serious improvement of international students' mobility in all fields – studies, practice and research. Emphasis should be given to attracting more foreign students into the programme and encouraging joint research activities of Lithuanian and international students under supervision of both faculty members, local and foreign.

The system of programme management including programme administration and internal quality assurance is implemented following the national regulations and the University practice. Despite the fact that all rules and regulations are followed for creating good management system, the implementation and development of the programme need stronger cooperation between the Faculty and the Department putting emphasis on elaborating the long-run visions and sustainability of the programme in Real Estate Management. Regular use of a self-critical SWOT analysis is needed. The results of these analyses have to be implemented for the improvement of the programme and revising the curriculum taking into account the changes in the local and global business environment and the increasing competition in the international and local higher educational markets.

The Faculty management has to take a fresh look at the programme involving external experts. Decreasing number of students, the strong competition for the applicants, and the changing economic environment need new initiatives, creative solutions for the long term sustainability.

## V. GENERAL ASSESSMENT

The study programme *Real Estate Management* (state code – 621N20013) at Vilnius Gediminas Technical University is given **positive** evaluation.

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

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

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Grupės nariai:  
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**VILNIAUS GEDIMINO TECHNIKOS UNIVERSITETO ANTROS PAKOPOS STUDIJŲ  
PROGRAMOS NEKILNOJAMO TURTO VALDYMAS (VALSTYBINIS KODAS –  
621N20013) 2013-03-20 EKSPERTINIO VERTINIMO IŠVADŲ NR. SV4-59 IŠRAŠAS**

&lt;...&gt;

## V. APIBENDRINAMASIS ĮVERTINIMAS

Klaipėdos universiteto studijų programa *Nekilnojamo turto valdymas* (valstybinis kodas – 621N20013) vertinama **teigiamai**.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	3
2.	Programos sandara	2
3.	Personalas	4
4.	Materialieji ištekliai	4
5.	Studijų eiga ir jos vertinimas	3
6.	Programos vadyba	2
	<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 tikslas, uždaviniai ir numatyti studijų rezultatai atitinka nacionalinius ir viso universiteto reglamentus ir reikalavimus. Programa yra tarpdisciplininė, joje siekiama derinti verslo vadybos žinias ir įgūdžius bei ypatingus nekilnojamojo turto sektoriaus poreikius. Ši programa Lietuvoje ir VGTU nėra išskirtinė (pvz., VGTU galima rinktis dvi papildomas tarptautines nekilnojamojo turto valdymo programas dvigubam laipsniui įgyti). Tai kelia naujų iššūkių plėtojant programą ir išryškėja būtinybė reguliariai peržiūrėti programos tikslą, uždavinius ir numatytus mokymosi rezultatus, atsižvelgiant į ilgalaikę viziją.

Programa ir programos sandara yra nuodugniai parengtos ir įgyvendintos pagal nacionalinius ir VGTU reikalavimus, surenkamas būtinas minimalus magistrantūros studijų programos kreditų skaičius. Atsižvelgiant į tai, kad tarpdisciplininė programa yra orientuota į praktines ir stiprias akademinės žinias, galima apsvarstyti galimybę padidinti reikalaujamą programai skirtų kreditų

minimumą (90 kreditų). Programoje nesuteikiama galimybė atlikti praktiką. Todėl kyla pavojus, kad tie studentai, kurie nedirba nekilnojamojo turto srityje, gali neįgyti pakankamų praktinių įgūdžių, atitinkančių numatytą mokymo rezultata.

Programos sandara turi būti dinamiška ir nuolat naujinama, pasinaudojant suinteresuotųjų šalių grįžtamoju ryšiu ir įtraukiant naujas nekilnojamojo turto valdymo tendencijas. Šiame procese reikia skirti daugiau dėmesio klausimui, kaip integruoti nekilnojamojo turto valdymo problemas į nuolat besikeičiančią pasaulio ekonomikos ir verslo aplinką (makroekonomikos klausimai, pasaulio verslo strategijos ir kt.). Rengiant mokymo programą reikia glaudžiai bendradarbiauti su visomis suinteresuotomis šalimis, ypač su buvusiais studentais ir socialiniais partneriais, kaip galimais darbdaviais. Programos sandara taip pat orientuota į Europos partnerių universitetų, įgyvendinusių tarptautiniu mastu pripažintas nekilnojamojo turto valdymo programas, bendradarbiavimą.

Dėstytojų personalo sudėtis atitinka nacionalines taisykles ir reikalavimus, taip pat atitinka reikalavimus, kuriais užtikrinamas programos uždavinių įgyvendinimas. Dėstytojai dalyvauja moksliniuose tyrimuose ir tarptautinėje veikloje ir turi gerą potencialą ateityje plėsti programą ir jos sandarą. Šis dėstytojų potencialas gali būti ne iki galo išnaudojamas dėl mažėjančio studentų skaičiaus. Mažėjantis studentų / dėstytojų santykis yra palankus teikiant geros kokybės švietimą, tačiau iškyla pavojus, kad dabartinės tendencijos gali sudaryti didelį sunkumą programos ekonominiam tvarumui ilgalaikėje perspektyvoje.

Priemonių ir mokymosi išteklių pakanka norint įgyvendinti ir plėtoti nekilnojamojo turto valdymo programą.

Studentų priėmimas, studijų procesas ir studentų pasiekimų įvertinimas organizuojamas pagal universiteto ir fakulteto taisykles ir reikalavimus. Studentų pasiekimų įvertinimo taisyklės parengtos išsamiai ir susietos su numatytu studijų rezultatu. Dėl demografinės padėties šalyje reikia nuolat koreguoti priėmimo taisykles ir vėliau galimai keisti taip pat ir programos sandarą.

Magistrantūros studijų baigiamojo darbo rengimo procesas gerai organizuotas. Daugiau dėmesio reikia skirti gilesniam nekilnojamojo turto valdymo aspektų nagrinėjimui magistro baigiamajame darbe. Studentai palyginti silpnai dalyvauja tarptautinių studentų mainų programoje. Dar galima labai pagerinti tarptautinį studentų judumą visose srityse – studijų, praktikos ir mokslinių tyrimų.

Reikėtų stengtis įtraukti į programą daugiau užsienio studentų ir skatinti bendras Lietuvos ir tarptautinių studentų mokslinių tyrimų veiklas, vadovaujant vietos ir užsienio dėstytojams.

Programos vadybos sistema, taip pat ir programos administravimas bei vidinis kokybės užtikrinimas įgyvendintas pagal nacionalinius reikalavimus ir universiteto tvarką. Nors kuriant gerą vadybos sistemą laikytasi visų taisyklių, įgyvendinant ir plėtojant programą reikalingas didesnis fakulteto ir katedros bendradarbiavimas, taip pat reikia akcentuoti nekilnojamojo turto valdymo programos ilgalaikių vizijų plėtojimą ir tvarumą. Reikia reguliariai taikyti SSGG savikritišką analizę. Šios analizės rezultatus reikia įgyvendinti siekiant pagerinti programą ir peržiūrėti programos sandarą, atsižvelgiant į vietos ir pasaulio verslo aplinkos pokyčius bei didėjančią konkurenciją tarptautinėje bei vietos aukštojo mokslo rinkose.

Fakulteto vadovai turi naujai pažvelgti į programą pasitelkdami ekspertus iš šalies. Mažėjantis studentų skaičius ir stipri konkurencija tarp stojančiųjų bei besikeičianti ekonomikos aplinka reikalauja naujų iniciatyvų ir kūrybiškų sprendimų siekiant ilgalaikio tvarumo.

### **III. Rekomendacijos**

1. Reikėtų labiau akcentuoti tolesnę nustatytųjų tikslų, uždavinių ir mokymosi rezultatų lyginamąją analizę ir sinchronizavimą visose nekilnojamojo turto valdymo programose, kurios dėstomos VGTU, atsižvelgiant į ypatingą jų nišą Lietuvos ir tarptautinėje darbo bei švietimo rinkose. Reikia nustatyti sąveikos poveikius ir galbūt reikėtų apsvarstyti ateityje galimą programų sujungimą.
2. Priėmimo procedūras reikia nuolat koreguoti. Pavyzdžiui, reikėtų papildomai skirti dėmesio priėmimo taisyklių peržiūrai, apsvarstyti reikalavimo, kaip išankstinės sąlygos, turėti 12 matematikos kredito taškų pagrįstumą.
3. Kad kiti geri studentai, kurie dar nedirba nekilnojamojo turto srityje, būtų skatinami dalyvauti programoje, ekspertų grupė rekomenduoja teikti profesinę praktiką kaip papildomą pasirenkamą studijų programos dalį.
4. Programos sandaroje reikia skirti daugiau dėmesio nekilnojamojo turto valdymo problemų ir kintančios pasaulinės ekonomikos ir verslo aplinkos integravimui

(makroekonomikos klausimai, pasaulio verslo strategijos, vertės grandinės valdymas ir kt.). Šiuos aspektus būtų galima įtraukti į magistro baigiamąjį darbą.

5. Turint omenyje tai, kad programa orientuota į praktines ir akademinės žinias, būtų galima apsvarstyti, ar nereikėtų padidinti reikalaujamo mažiausio kredito taškų skaičiaus (90 kreditų). Papildomus kreditus galima taikyti priimtiems pagrindinių inžinerijos studijų studentams mokytis pagrindinių verslo ir ekonomikos dalykų, ir taikyti priimtiesiems pagrindinių verslo studijų studentams, siekiantiems įveikti atotrūkį ir papildyti žinias programos techniniais aspektais.
6. Daugiau dėmesio reikia skirti kelioms plėtojamos studentų tarptautinio judumo formoms ir skatinti Lietuvos ir tarptautinių studentų bendradarbiavimą mokslinių tyrimų srityje, vadovaujant vietos ir tarptautiniams dėstytojams. Fakultetas ir katedra turi dėti daugiau pastangų organizuojant gerai veikiančias studentų mainų programas su pagrindiniais Europos universitetais, kuriuose dėstomos nekilnojamojo turto valdymo programos yra aukšto tarptautinio lygio.
7. Dėl demografinės ir ekonominės padėties šalyje, labai daug dėmesio reikia skirti programos ilgalaikio tvarumo vizijos kūrimui. Programos vadybos ir kokybės užtikrinimo sistema turi reguliariai teikti reikalingą informaciją ir procedūras, kad būtų analizuojamos ilgalaikio tvarumo perspektyvos, šie dalykai taip pat padėtų įgyvendinti tinkamas priemones tvarumui užtikrinti. Reikia reguliariai taikyti savikritikos SSGG analizę (angl. SWOT).
8. Fakulteto ir katedros bendradarbiavimą reikia labai sustiprinti, kad būtų užtikrinta nuolatinė gera nekilnojamojo turto valdymo studijų programos kokybė. Fakulteto vadovybė turi prisiimti didesnę programos administravimo atsakomybę, kad būtų galima greičiau ir laiku priimti reikalingus sprendimus.

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

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<sup>1</sup> Žin., 2002, Nr.37-1341.