



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Kauno technologijos universiteto
STRATEGINĖS LYDERYSTĖS PROGRAMOS (621N60004)
VERTINIMO IŠVADOS

EVALUATION REPORT
OF *STRATEGIC LEADERSHIP (621N60004)*
STUDY PROGRAMME
at Kaunas University of Technology

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DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	<i>Strateginė lyderystė</i>
Valstybinis kodas	621N60004
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Žmonių išteklių 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	Žmonių išteklių vadybos magistras
Studijų programos įregistravimo data	Švietimo ir mokslo ministro įsakymas, Nr. V-1084, 2010-07-07

INFORMATION ON ASSESSED STUDY PROGRAMME

Name of the study programme	<i>Strategic Leadership</i>
State code	621N60004
Study area	Social Sciences
Study field	Human Resource Management
Kind of the study programme	University Studies
Level of studies	Second
Study mode (length in years)	Full-time (1,5), part-time (2)
Scope of the study programme in credits	90
Degree and (or) professional qualifications awarded	Master of Human Resource Management
Date of registration of the study programme	17 th of February, 2010, KTU Senate's Resolution No. 19; 7 th of July, 2010, the order of the Minister of the Ministry of Education and Science of the Republic of Lithuania No. V-1084 (state code 621N60004)

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I. INTRODUCTION

Kaunas University of Technology (hereinafter – KTU) is one of the largest technical universities in the Baltic States with 17 000 students and about 2800 staff members. The number of undergraduate students is 13 000, the study programmes are provided by 13 faculties. The mission and vision of the KTU are clearly elaborated and is ambitious creating good framework for development and implementation of the Master-level studies in Human Resource Management including Strategic Leadership master study programme. The KTU outlined its mission as a provider of research-based studies of international level having vision of being a leading European university with knowledge and technology development and transfer-based activities.

Strategic Leadership study programme is one of the master degree study programmes at the Faculty of Social Sciences. Over 2500 bachelor, master, and vocational studies' students are enrolled at the Faculty in full-time, evening, and extramural studies. Strategic Leadership study programme is implemented by the Department of Strategic Management. The Department implements study programmes in Business Administration (BA) and Human Resource Management (HRM) at three levels – bachelor (HRM), master (BA, HRM) and doctoral degree studies. The Strategic Leadership study programme builds upon and extends the competence that was accumulated by the Faculty of Social Sciences and Department of Strategic Management from 1995, when the first graduate programme in Business Administration was launched and successfully implemented. Graduates of the Strategic Leadership study programme will acquire the qualification of Master in Human Resource Management.

The Self-Evaluation report (SER) of the Strategic Leadership study programme covers the last two academic years, starting from the academic year 2010/2011, when the first students in Strategic leadership study programme (part-time and full-time students) entered the programme. During this period, several new documents of higher education in Lithuania have been confirmed or amended, e.g. Law on Higher Education and Research of the Republic of Lithuania (30 April 2009 No XI-242, as last amended on 19 January 2012 – No XI-1920). The SER takes into consideration the above mentioned amendments.

The expert team visited the KTU 4th February 2013 participating in several meetings organised by the Faculty of Social Sciences and Department of Strategic Management. During the site visit, the expert team had the opportunity to speak with representatives of stakeholders, to discuss teaching and learning conditions with the students and to become acquainted with the infrastructure of the University. All necessary additional materials related to the assessment 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

1.1. Programme aims and objectives

The mission of the Strategic Leadership study programme is to educate management professionals, capable of undertaking the role of leadership in organizations and society, and of applying the strategic leadership competences in the work practice at any type of organizations. Relying on the defined mission, the programme is aiming *to educate the management professionals capable of implementing effectively the management models based on strategic leadership in various types of organizations, thereby enabling the strategic focus of their activities and success of changes* (see SER). The aim of the programme is rather comprehensively formulated. The objective of the programme is to provide students with knowledge, skills and competences needed for understanding the phenomena of strategic and organizational leadership and for being creative and innovative specialists able to meet the emerging challenges and changes in the organizations and society. The aims, objectives and expected outcomes of the Strategic Leadership study programme are publicly available on the Website of Kaunas University of Technology (<http://www.ktu.lt>).

In general, the comprehensively defined aim and objectives of the programme are in conformity with the requirements of national and over University regulations and requirements. But they do not sufficiently comply with the ambitious mission and vision of the University in sense of being a provider of research-based studies on high international level. The Strategic Leadership study programme is unique in Lithuania being the only graduate programme so far that offers education in Strategic Leadership. Therefore it is recommendable to put additional emphasis on declaring the specific aim and objectives of the programme taking into account the role of

programme in the Lithuanian and international educational area. This ambitious programme has to offer best international knowledge and practical experience in combination with special needs of the Lithuanian society. Strong emphasis on the needs of internationalisation has to be reflected in the learning outcomes, as well.

1.2. Learning outcomes

The description of study outcomes demonstrates good formal compatibility of the expected learning outcomes with the national and European requirements. The intended learning outcomes of the programme are comprehensive. According to the expected outcomes, the students obtain knowledge and advanced skills in creative and strategic thinking, innovative problem solving and application of modern methods of management. It is expected that upon the completion of the programme, students can apply successfully the methods of creative problem solving and the graduates of the programme will have necessary competencies to work as leaders and managers in any type of organizations and to implement functions related to management of knowledge, innovation and human resources. These expectations are very comprehensive, concrete assessment of the expected outcomes will be rather difficult in this framework. The relations between the study subjects and learning outcomes are formally profoundly elaborated (see Matrix in SER, table 6) following the uniform structure which is approved on the University level and applied to all study programmes of the KTU. It is expected, that this Matrix creates necessary framework for the verification that the study modules are consistent with the aim of the programme and that there is sufficient coherence and continuity. Despite the fact, that the SER put a lot of attention to describing and defining the expected learning outcomes and the majority of required criteria for defining the expected outcome are met, the assessment of the learning outcomes could be strengthen in every study module to be fully understandable and even achievable by the students.

2. Curriculum design

2.1. Programme structure

The programme and the curriculum design are continuously revised following national requirements as well as feedback from stakeholders. The structure and volume of the Strategic Leadership study programme corresponds to the Requirements for Master's Study Programmes (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). The programme consists of two main parts: subjects of study field (60 credits; 36 of them are credits of compulsory study modules and courses) and master thesis (30 credits). The modules of elective courses also belong to the study field of human resource management. According to SER, the reason for not treating some of elective courses as the core subjects is the intention to provide students with wider individual choices. Taking into account, that the number of students participating in the programme is rather small and divided between two types of study form, part time and full-time, it is questionable that it is reasonable to provide all elective courses in the recent programme list. There is a risk that some courses that are essentially necessary (like Social Research Methodology) for preparing master thesis (33% of the study volume) will probably not be regularly offered and/or taken by students. It is recommended to redesign the list of elective courses with more focus on international aspects of economics and business.

2.2. Programme content

The Strategic Leadership study programme, which has a certain niche in the Lithuanian education and labour market, intends to offer courses that provide students with the most systemic competence in leadership and management. Taking into account the specific niche of the programme in Lithuania as well as the international scope of the leadership programmes the curriculum has to be more targeted.

One third of the study volume is devoted to master thesis. According to the expected teaching outcomes, master thesis (the Final Degree Project) is devoted to the solution of practical business or managerial problems by applying theoretical knowledge and quantitative or/and qualitative research methods. The guidelines for the Final Degree Project are published in a specialised course-book “Requirements for the Preparation of Study Assignments Reports” (2010) and are available for the students of the programme.

The programme does not include project-oriented subjects, even not in the elective part the curriculum. Our recommendation is that projects – based on real word problems – can be incorporated into one or two subjects.

Following the course descriptions of the Strategic Leadership study programme at the master level and comparing it with the bachelor level programmes it is not always fully clear whether the offered master level subjects are in their content significantly different from some potentially similar subjects offered on the bachelor level. Therefore more attention should be devoted to development of course descriptions and selection of compulsory and recommended text books considering the link with the bachelor programme and taking also into account the international scope of the master programme.

3. Staff

3.1. Staff composition and work load

The study programme is provided by the staff meeting legal requirements, not less than 80 per cent of all academic staff has a Ph.D. degree. The number of the teaching staff is proper in order to ensure learning outcomes by referring to the Regulation of Pedagogical Work Accounting, confirmed by the KTU Rector's Decree No. A-478, August 31, 2009, which regulates the composition, loads and the order of accounting of pedagogical work. There is a sufficient number of qualified teaching staff at the Faculty of Social Science involved into the Strategic Leadership study programme (5 professors, 5 associate professors, 1 lecturer with a Ph.D. degree). Additionally, also some faculty members from Departments of Business Administration and Psychology are involved. Around 20 % of subjects are taught by full professors. Some experts from business are also involved into teaching as guest lecturers offering practice based lessons of management and leadership. The annual work load of a full-time teacher's is regulated by the Regulation of Pedagogical Work Accounting and it has to be 800 hours in KTU. In general, this requirement is fulfilled in implementation of this study programme, but as the Appendix demonstrates the workload of the staff is not balanced (in some cases teaching staff has a workload around 1000 or even more hours per year).

3.2. Staff competence

Majority of teaching staff of the programme are experienced researchers. They are involved in several national and international research projects, have published books and research articles, as well teaching materials. The faculty members have been competitive in applying research funds from the Lithuanian Science Council having at the moment six funded research projects. The potential for collaboration with the academic people and professionals from the field of

economics and business has to be extended. There is still room for development of new interdisciplinary research projects including also additional research topics and researchers from the fields of economics and business. Faculty members are involved in international mobility programmes, and it gives the opportunity to attract additional qualified teachers from abroad. On the other hand it is important to encourage faculty members to offer study courses outside Lithuania in good universities; to develop additional joint research activities in cooperation with international partners and networks.

4. Facilities and learning resources

4.1. Facilities

The Faculty of Social Sciences that is conducting the programme in Strategic Leadership has good study infrastructure in the entire KTU. Facilities, including library, auditoriums, and computer classrooms are adequate to support the objectives of the programme. All the auditoriums meet hygienic and safety requirements, and are equipped with computers, audio and video equipment etc. The Internet is available at all facilities of the KTU. Books and research literature is available at the Central Library of the University and its branches. The Central Library cooperates with the libraries of other universities in Lithuania ensuring access to all necessary study material that available in libraries. Students and faculty members have access to international data bases and literature. The Central Library reading room has 174 workplaces. Additionally, the Central Library of the University has 32 computerised work places. The computers are linked into a local network (LITNET network). The modern computer laboratory of the Faculty of Economics and Management is also available for students and faculty members.

4.2. Learning resources

Students have good access to study and research materials including text-books and databases. The coordinator of the programme regularly communicates with the Library staff of the KTU in order to purchase new books and improve the access to databases. Students and faculty have access to the electronic databases Emerald Fulltext, ScienceDirect, EBSCO Publishing, ERIC, Oxford Journals Online, SAGE, Wiley InterScience, SAGE, Oxford English Dictionary, e-books of the DB EBRARY, etc. (<http://en.ktu.lt/content/structure/e-resources>). Additionally, students and lecturers have access to literature which is stored in the Reference (consulting) room of the Faculty of Social Sciences. In 2011 additional new books were purchased due to the project “The

Model of Life Quality Improvement Strategy Building at the Local (Municipal) Level (GKGS)”. Students have good access to all necessary teaching materials prepared by the lecturers of the programme: slides, compendiums, descriptions of the course or home works. Lecturers provide their methodical material by e-mail and through additional Internet sources (e.g. mano.ktu.lt; Moodle System).

5. Study process and student assessment

5.1. Student admission and competition

The Strategic Leadership study programme was started in 2010. Information about the admission requirements and procedures are available from the web (http://www.ktu.lt/lt/informacija_stojantiesiems). Only fully paid students are admitted to entrance Strategic Leadership study programme (i.e. not state-funded places). The number of applicant was 58 in 2010 and 106 in 2011. Among them 31% (18 students) were admitted in 2010 and 29% (31 students in 2011). That figures suggest that the study programme is sustainable at least in the short-run perspective. The number of students was 44 (32 first year students and 18 second year students) in study year 2011-2012 and 18 in study year 2010-2011. The programme had 12 first graduates in 2012; thus the success rate was 83%. The self-evaluation assessment does not provide information about the promoting work and the marketing tools that have been applied for the Strategic Leadership study programme. During the visit the team got some pieces of information about the centralized promotion of all university programmes. In order to ensure the sustainability of the programme in the long run more attention has to be devoted to the visibility and promotion of the programme taking into account that Lithuanian demographic situation is rather unfavourable.

5.2. Study process

Study process is organised according to the University, Dean’s and Faculty’s regulations (e.g. the Rector’s decree No. A-306 on the Order Regulating Lecture Conduct’, confirmed on December 13, 2003; Regulations of Pedagogical Workload Accounting). Students’ work load does not exceed 8 hours per day and 36 academic hours per week. Students have to fulfil the study assignments (e.g. homework, course papers, presentations, etc.) during the semester according to the schedule presented in the Programme of a Study Subject; exams have to be

passed during four-week examination session. Vice-deans of the Faculty design the timetable of the examination session, which assures proper academic load of students during the examination session. Information about academic calendar is available on the University website and the book of the study programmes. Students are well informed about the organisation of the study process and study regulations. They get necessary support for getting required information and study materials and advice for organising their own study process.

More attention has to be devoted to the process of preparing and defending master thesis that forms one third of the study programme (30 ECTS). The process of selecting master thesis' topics and supervision of students' work during the preparation of master thesis needs additional developments. It is recommendable to consider possibilities to create an Advisory Committee for selecting master thesis' topics and supervising students' research work also involving social partners. More emphasis has to be given to consideration of specific strategic leadership problems in the master theses.

5.3. Students' participation in research activities and international mobility

Students are encouraged to take part in different research activities. Students of Strategic Leadership study programme are invited to participate in the annual scientific conference of young researchers (undergraduate, graduate, Ph.D. students) „Social Sciences: Challenges for Globalization“ (conferences are organised since 2002, every spring semester). KTU is promoting international collaborations in majority of study fields in accordance with the ERASMUS Life Long Learning Programme (till 2007 – according to SOCRATES). All necessary information about ERASMUS programme is announced on the University website (<http://ktu.lt/turinys/tarptautines-studijos-ir-praktika>). In order to enlarge the number of outgoing students' mobility and spread information among students, the coordinator of International Relationships Faculty consults students periodically and organizes ERASMUS events. Information about selection procedure, required documents and the international partners are posted in the Faculty's notice boards. Despite the fact that students are well informed about the possibilities to study abroad, so far the international student exchange has been rather weak within the Strategic Leadership study programme. The Faculty should put additional emphasis on systematic improvement of internationalisation of the programme taking into account that leadership is a topic and profession that need international dimension and experience. It is

recommendable to encourage students' more active participation in international research projects and networks in collaboration with faculty members.

5.4. Assessment of students' achievements

The assessment of students' achievements is regulated by several regulations of the KTU and the Faculty. The assessment criteria for every subject are clarified to students in the beginning of a semester by explaining subject's aims, objectives, as well as content and assessment system. The Faculty started collecting graduates' opinion about their finished studies in Strategic leadership (only 12 graduate so far). The first survey of the graduates was held in June 2012; nine of first twelve graduates were interviewed. According to the survey, the graduates are satisfied with the knowledge and skills they got during studies. The respondents of the survey indicated that the skills and competencies gained during the studies will remarkably help to find professional job.

6. Programme management

6.1. Programme administration

Programme management is developed in accordance with the requirements set out by the KTU Statute and other University regulations. These documents define organization, monitoring and assessment of study programmes. There are centralized organizational structures within the university that guarantee proper administration, coordination and internal quality assurance of the programmes. The Strategic Leadership study programme provided by the Faculty of Social Sciences is monitored and renewed relying on the decisions of the Study Programme Committee (approved by Rector's decree No. A-139 on March 1, 2006, as renewed by Rector's decree No. A-665 on November 27, 2008). The Committee is a formal organizational structure within a faculty, its functions are defined by the Rector's Regulation. The Study Programme Committee evaluates the subjects of the study programme and assesses methodical materials. Students and social partners (e.g. Lithuanian Innovation Centre, NGO Knowledge Economy Forum) as a rule are involved in the analysis and development of the study programme. The representatives of social partners are invited to participate in the department's meetings and asked to share their opinion about the implementation and development of study programme and study subjects.

6.2. Internal quality assurance

Internal quality assurance system at the Faculty of Social Sciences is based on the KTU documents regulating academic activities and study process. The issues related to implementation and development of the Strategic Leadership study programme are discussed during the meetings of the Department of Strategic Management at least two/three times per semester. Students are also involved in the quality assurance process. Their representatives are members of the self-assessment group of the programme and the Faculty's Study Programme Committee. There are several measures for soliciting the students' opinions: focus-group discussions and informal meetings as organized by the Department, round-table discussions as organized at the Faculty level and the surveys organised by the central bodies of the University. The survey of the students is carried out regularly by the central Academic Department (Corporate Services) through the virtual environment of Academic Information System (www.kokybe.ktu.lt). The Survey results are presented publicly in the internet pages of the University: <http://ktu.lt/turinys/studentu-apklausos-apie-studijuojamu-moduliu-ir-ju-destymo-kokybe>. The portal www.kokybe.ktu.lt is created in order to facilitate the processes of quality assurance. Teachers can see the results of students' feedback through the Academic Information System. Positive evaluation by students is one of the criteria for teachers' accreditation.

More attention has to be devoted to the elaboration and regular revision of a long-run sustainability plan as well as for a continuous development of the programme taking into account the feedback of graduates and social partners. The programme management system has to include regular assessment of risks and challenges of the programme.

III. RECOMMENDATIONS

1. The programme aim and objectives have to be developed taking into account the ambitious mission and vision of the KTU for being a leading European University and provider of research-based studies on high international level. Additional emphasis has to be devoted to the curriculum design following the models of internationally leading programmes in the field of leadership and human resource management.
2. The programme has to be more targeted taking into account the specific market niche in Lithuania as well as the international scope of the leadership programmes. More attention has to be devoted to the improvement of course descriptions and curriculum design considering also possibilities to include project works as well as more subjects in international economics and business, at least in the elective part of the programme.
3. More attention has to be devoted to further development and implementation of interdisciplinary methods in teaching and research process taking into account specific needs of strategic leadership topics.
4. The process of selection of master thesis' topics and supervision of students' work need additional developments. It is recommendable to create an Advisory Committee for selecting master thesis' topics, and to supervise students' research work involving social partners, too.
5. The Faculty has to put additional emphasis on systematic improvement of internationalisation of the programme. It is necessary to improve international mobility of students and faculty members. The selection of international partners has to be more targeted taking into account the specific needs and characteristics of the programme in Strategic Leadership.
6. More attention has to be devoted to assessment of risks and challenges for development of the programme and to systematic analysis of long-run sustainability in the quality assurance process. The programme and its promotion have to take into account the changes in the demographic and economic situation of the country. The system of programme management has to include regular procedures for these activities.

IV. SUMMARY

Programme aims and learning outcomes

The programme aim, objective and expected outcomes meet the minimum national and European requirements. The programme has clear niche in the Lithuanian educational and labour market. But the programme aim, objectives and expected outcomes are not yet fully sufficiently in accordance with the ambitious mission and vision of the KTU that intends to be a leading European university and provider of research-based studies on high international level. The intended learning outcomes of the programme are very comprehensively formulated; therefore it is not fully clear whether it will be possible to assess the fulfilment of all these comprehensively formulated expectations and whether the expected outcomes of every study module are fully understandable and even achievable by the students. Additional efforts are needed that the programme aim and the expected learning outcomes will be in harmony with the mission and vision of the KTU, particularly in the sense of internationalisation.

Curriculum design

The programme and its curriculum are elaborated according to the national rules and requirements offering the minimum amount of the required credits of a master programme (90 credits; 33% of them is devoted to master thesis). Taking into account the specific niche of the programme in Lithuania as well as the international scope of the leadership programmes the curriculum has to be more targeted. At the current development stage, the programme is not yet fully in compliance with the best international programmes in leadership; however it is dynamic and it has a potential to develop. More attention has to be devoted to the improvement of course descriptions and curriculum design considering possibilities to include professional practice as well as more subjects in international economics and business at least in the elective part of the programme.

Teaching staff

The composition and qualification of teaching staff is in accordance with the national and over-University rules and requirements. Professional and academic contacts with the faculty members and professionals from the fields of economics and business have good potential for future development. Selection of partners for international collaboration has to be more targeted.

There is still room for development of new interdisciplinary research projects including also additional research topics and researchers from the fields of economics and business. Faculty members are involved in international mobility programmes, and it gives the opportunity to attract additional qualified teachers from abroad. On the other hand it is important to encourage faculty members to offer study courses outside Lithuania in good universities; to develop additional joint research activities in cooperation with international partners and networks.

Facilities and learning resources

The facilities and learning resources are good for implementation and development of the Strategic Leadership study programme.

Study process and its assessment

Study process and assessment of students' achievements is organised according to the over-university as well as faculty rules and requirements. The internationalisation of the study programme including international mobility of students has to be improved. Students have to be more encouraged for participation in international networks in collaboration with faculty members. The process of selection of master thesis' topics and supervision of students' work during the preparing master thesis needs additional development. More emphasis has to be given on considering specific strategic leadership problems in the master theses. The requirements for the quality of the master thesis taking into account the aim and niche of the Strategic leadership study programme have to be continually developed.

Programme management

The system of programme management including programme administration and internal quality assurance is implemented following national regulations and well developed over University framework for management and quality assurance. The Faculty of Social Science tries to follow all regulations and requirements including all stakeholders in the programme monitoring and development process. Taking into account the country's demographic and economic situation, and the strong international competition in higher education, more attention has to be devoted to the visibility and promotion of the programme. The programme management and quality assurance system have to be more focused on analysing the long run

sustainability of the programme and on elaborating proper measures for being competitive not only in Lithuania but also in international sense. The programme management system has to include regular assessment of risks and challenges of the programme.

V. GENERAL ASSESSMENT

The study programme *Strategic Leadership* (state code – state code 621N60004) at Kaunas University of Technology is given **positive** evaluation.

Study programme assessment in points by fields of assessment.

No.	Evaluation Area	Evaluation Area in Points*
1.	Programme aims and learning outcomes	2
2.	Curriculum design	2
3.	Staff	3
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)	3
	Total:	17

*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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**KAUNO TECHNOLOGIJOS UNIVERSITETO ANTROS PAKOPOS STUDIJŲ
PROGRAMOS STRATEGINĖ LYDERYSTĖ (VALSTYBINIS KODAS – 621N60004)
2013-03-20 EKSPERTINIO VERTINIMO IŠVADŲ NR. SV4-58 IŠRAŠAS**

<...>

V. APIBENDRINAMASIS ĮVERTINIMAS

Kauno technologijos universiteto studijų programa *Strateginė lyderystė* (valstybinis kodas – 621N60004) vertinama **teigiamai**.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	2
2.	Programos sandara	2
3.	Personalas	3
4.	Materialieji ištekliai	4
5.	Studijų eiga ir jos vertinimas	3
6.	Programos vadyba	3
	Iš viso:	17

* 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 studijų rezultatai

Programos tikslas, siekiniai ir numatomi studijų rezultatai atitinka minimalius nacionalinius ir Europos reikalavimus. Programa užima aiškią nišą Lietuvos švietimo ir darbo rinkoje. Tačiau programos tikslai ir siekiniai kol kas dar nėra pakankami atsižvelgiant į ambicingą KTU misiją ir viziją tapti pirmaujančiu Europoje universitetu ir aukšto tarptautinio lygio moksliniais tyrimais grindžiamo išsilavinimo teikėju. Numatomi programos studijų rezultatai yra suformuluoti labai plačiai; todėl nėra visiškai aišku, ar bus įmanoma įvertinti, ar visi tokie plačiai suformuluoti siekiniai tikrai buvo įvykdyti, ir ar numatomi kiekvieno studijų dalyko rezultatai yra gerai suprantami ir pasiekiami studentams. Būtinoms papildomos pastangos užtikrinti, kad programos tikslai ir numatomi studijų rezultatai atitiktų KTU misiją ir viziją, ypač programos tarptautiškumo aspektu.

Programos sandara

Programa ir jos sandara atitinka nacionalines taisykles ir reikalavimus dėl minimalaus magistro programai nustatyto kreditų skaičiaus (90 kreditų, iš jų 33% kreditų skiriama magistro baigiamajam darbui). Atsižvelgiant į specifinę programos nišą Lietuvoje, taip pat į tarptautiniu mastu įgyvendinamas lyderystės programas, programos sandara turėtų būti kryptingesnė. Šiuo metu programa dar nevisai atitinka geriausias tarptautines lyderystės programas; tačiau ji yra dinamiška ir turi potencialo toliau plėtotis. Didesnis dėmesys turėtų būti skiriamas dalykų aprašų ir programos sandaros tobulinimui, įvertinant galimybę įtraukti profesinės praktikos dalykus, ir bent pasirenkamojoje programos dalyje numatyti daugiau tarptautinės ekonomikos ir verslo dalykų.

Personalas

Programą vykdančio personalo sudėtis ir kvalifikacija atitinka nacionalines ir apskritai universitetams taikomas taisykles ir reikalavimus. Profesiniai ir akademiniai ryšiai su fakulteto nariais ir profesionalais ekonomikos ir verslo srityje sukuria tvirtą potencialą tolesnei plėtrai. Partneriai tarptautiniam bendradarbiavimui turėtų būti pasirenkami tikslingiau.

Vis dėlto dar yra galimybių plėtoti naujus tarpdiscilininis mokslo tyrimo projektus, pasirenkant papildomas mokslo tiriamojo darbo temas ir pritraukiant ekonomikos ir verslo srityje dirbančius tyrėjus. Fakulteto nariai dalyvauja tarptautinio judumo programose, o tai sudaro galimybes pritraukti daugiau kvalifikuotų dėstytojų iš užsienio. Kita vertus labai svarbu skatinti fakulteto narius siūlyti studijų kursus už Lietuvos ribų esančiuose geruose universitetuose; taip pat plėtoti bendrą mokslo tiriamąją veiklą kartu su tarptautiniais partneriais ir tinklais.

Materialieji ištekliai

Programai skiriama materialioji bazė ir metodiniai ištekliai yra pakankami Strateginės lyderystės programai įgyvendinti ir plėtoti.

Studijų eiga ir jos vertinimas

Studijų eiga ir studentų pasiekimų vertinimas organizuoti pagal visam universitetui, taip pat fakultetui taikomas taisykles ir reikalavimus. Būtina toliau didinti studijų tarptautiškumą, ir

Studijų kokybės vertinimo centras

aktyviau įtraukti studentus į tarptautinio judumo programas. Studentus būtina aktyviau skatinti dalyvauti tarptautiniuose tinkluose bendradarbiaujant su fakulteto nariais. Taip pat reikėtų toliau tobulinti magistro baigiamųjų darbų temų pasirinkimo ir akademinio vadovavimo studentams procesus. Magistro laipsnio baigiamuosiuose darbuose būtina daugiau dėmesio skirti specifinių lyderystės problemų nagrinėjimui. Būtina nuolat peržiūrėti ir plėtoti magistro baigiamųjų programų kokybės reikalavimus, ypač atsižvelgiant į Strateginės lyderystės studijų programos tikslus ir jos užimamą nišą.

Programos vadyba

Programos vadybos sistema, įskaitant jos administravimą ir vidinį kokybės užtikrinimą, yra įgyvendinama atsižvelgiant į nacionalinius teisės aktus ir tinkamai plėtojama kaip viso Universiteto valdymo ir kokybės užtikrinimo sistemos dalis. Socialinių mokslų fakultetas stengiasi laikytis visų taisyklių ir reikalavimų įtraukdamas į programos stebėsenos ir kūrimo procesą visas suinteresuotas šalis. Atsižvelgiant į šalies demografinę ir ekonominę situaciją taip pat intensyvią konkurenciją tarptautiniu mastu auštojo mokslo srityje, didesnis dėmesys turėtų būti skiriamas programos matomumui ir jos populiarinimui. Valdant programą ir įgyvendinant jos kokybės užtikrinimo sistemą turėtų būti siekiama kryptingiau analizuoti galimybes užtikrinti ilgalaikį programos tvarumą, ir tinkamomis priemonėmis užtikrinti programos konkurencingumą ne tik Lietuvoje, bet ir tarptautiniu mastu. Nuolatinis rizikos ir kitų iššūkių vertinimas turėtų tapti programos valdymo sistemos dalimi.

III. REKOMENDACIJOS

1. Programos tikslas ir siekiniai turi būti apibrėžiami atsižvelgiant į ambicingą KTU misiją ir viziją tapti pirmaujančiu Europoje universitetu ir aukšto tarptautinio lygio moksliniais tyrimais grindžiamo išsilavinimo teikėju. Daugiau dėmesio reikėtų skirti programos sandarai pasiremiant tarptautiniu mastu pirmaujančių programų modeliais lyderystės ir žmonių išteklių vadybos srityse.
2. Programa turėtų būti kuriama kryptingiau atsižvelgiant į specifinę nišą Lietuvos rinkoje, taip pat kitas tarptautiniu mastu įgyvendinamas lyderystės programas. Didesnis dėmesys turėtų būti skiriamas dalykų aprašų ir programos struktūros tobulinimui, įvertinant galimybę įtraukti projektinius darbus, ir bent pasirenkamojoje programos dalyje numatyti daugiau tarptautinės ekonomikos ir verslo dalykų.

3. Daugiau dėmesio būtina skirti tolesniam tarpdisciplininių metodų plėtojimui ir diegimui mokymo ir mokslinių tyrimų procese ypač atsižvelgiant į konkrečius atskirtų strateginės lyderystės temų poreikius.
4. Taip pat reikėtų toliau tobulinti magistro baigiamųjų darbų temų pasirinkimo ir akademinio vadovavimo studentams procesus. Rekomenduojama įsteigti patariamąjį komitetą magistro baigiamųjų darbų temoms pasirinkti, ir vadovauti studentų moksliniams darbams į šį procesą įtraukiant socialinius partnerius.
5. Ypatinę dėmesį Fakultetas turėtų skirti pastangoms sistemingai tobulinti ir plėtoti programos tarptautiškumo aspektą. Būtina plėtoti studentų ir Fakulteto narių tarptautinį judumą. Taip pat kryptingiau reikėtų pasirinkti tarptautinius partnerius atsižvelgiant į konkrečius Strateginės lyderystės studijų programos poreikius ir charakteristikas.
6. Daugiau dėmesio reikėtų skirti su programos kūrimu susijusios rizikos ir kitų iššūkių vertinimui, bei ilgalaikio tvarumo įgyvendinant kokybės užtikrinimo procesą sisteminei analizei. Programa ir jos populiarinimo veikla privalo atsižvelgti į pastaruosiu metu šalyje įvykusius demografinius ir ekonominius pokyčius. Reguliariai vykdomos šių veiklų procedūros turėtų tapti programos valdymo sistemos dalimi.

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Paslaugos teikėja patvirtina, jog yra susipažinusi su Lietuvos Respublikos baudžiamojo kodekso¹ 235 straipsnio, numatančio atsakomybę už melagingą ar žinomai neteisingai atliktą vertimą, reikalavimais.

¹ Žin., 2002, Nr.37-1341.