SKVC

STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Kauno technologijos universitetas

Žinių ir Inovacijų Vadyba

PROGRAMOS (*621N20011*)

VERTINIMO IŠVADOS

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EVALUATION REPORT

Knowledge And Innovation Management
(state code 621N20011)

STUDY PROGRAMME

at *Kaunas University of Technology*

Grupės vadovas:
Team leader:

Brian O'Connor

Grupės nariai:
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Vilnius
2013

Studijų programos pavadinimas	*Žinių ir inovacijų vadyba*
Valstybinis kodas	621N20011
Studijų sritis	Socialinių mokslų studijų sritis
Studijų kryptis	Vadyba
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Antroji
Studijų forma (trukmė metais)	Nuolatinė (2 m.)
Studijų programos apimtis kreditais	120
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Vadybos magistras
Studijų programos įregistravimo data	2008-11-04

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INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study Programme:	Knowledge and Innovation Management
State code	621N20011
Study area –	Social Sciences
Study field	Management
Kind of the study Programme	University studies
Study Cycle -	Second
Study mode (length in years)	Full time (2 years)
Volume of the study Programme in credits	120
Degree and (or) professional qualifications awarded	Master of Management
Date of registration of the study Programme	November 4, 2008

CONTENTS

I. INTRODUCTION

The Master's study Programme "Knowledge and Innovation Management" (further – the Programme) is provided by Kaunas University of Technology (further – the University, KTU).

The University comprises 13 faculties (including the faculties of Panevėžys Institute) that include 73 academic departments, 27 centres, 6 institutes and 15 research laboratories; International Study Centre with 1 research laboratory; Library; 13 institutes with 8 centres and 19 research laboratories; 5 centres with 2 research laboratories; 18 units of administration and support. There are 2759 employees, of which the academic staff is represented by 960 professors/lecturers and 146 research fellows (data from Dec. 31, 2011). There are almost 17 000 students in the University (undergraduate students – almost 13 000; graduate students – almost 3 000 and doctoral students – almost 400). KTU is founder or a founding partner of 12 institutions. In 2008, KTU was the initiated and led the establishment of Science Park "Santaka valley" in order to promote the cooperation between research and business, and to contribute to the emergence of knowledge-intensive enterprises in Kaunas and Lithuania.

The mission of Kaunas University of Technology is to provide research-based studies of international level; to create and transfer knowledge and innovative technologies for the sustainable development and innovative growth of the country; to provide an open creative environment that inspires leaders and talented individuals. The University has outlined its vision as a leading European university with knowledge and technology development and transfer-based activities.

The graduate study Programme "Knowledge and Innovation Management" is delivered at the Faculty of Social Sciences. The Faculty was established in 1990 as the Faculty of Administration. In 2000 it was re-organised into the Faculty of Social Sciences. Full-time academic and research staff consists of 138 employees, including 13 professors and 34 associate professors. Over 2500 bachelor, master, and vocational studies students are enrolled at the Faculty in full-time, evening, and extramural studies.

The graduate study Programme "Knowledge and Innovation Management" is implemented by the Department of Strategic Management. Department is the co-ordinator of 4 study Programmes in the field of Business and Management: bachelor study Programme in "Leadership", and Master study Programmes in "International Business", "Strategic Leadership" and "Knowledge and Innovation Management". Department is actively involved also in doctoral (PhD) degree studies. The teaching staff of the Department of Strategic Management is

constituted of 4 professors, 5 associate professors and 6 lecturers. The Department has 13 PhD students who participate in the study process. During the period of 2007-2012 the staff of the Department of Strategic Management published almost 200 publications: 2 monographs or book chapters, 18 textbooks, 8 scientific studies, 4 course-books, 6 other instructional handbooks, 159 scientific articles and many publications in international or national conference proceedings.

This is the first time the Programme is undergoing self-evaluation and is being submitted for external evaluation. The development of the Study Programme has been supported by the EU Structural Funds that allowed preparing study material for all subjects in the Programme. On August 8, 2009, the Programme received accreditation by Centre for Quality Assessment in Higher Education until December 31, 2013. The Programme was only launched in 2012.

There were two main reasons for this delay. The Programme has been designed for advanced students from different fields of knowledge (i.e. potentially high level actors of innovation system from private, public sector and NGOs). However, there were no state funded places given to that Programme. It is understandable that the best students tend to choose the state-funded Programmes. Those who wanted to be admitted to the Programme did not fit the high requirements. The plan to propose the Programme to executives and those from research institutes and other knowledge intensive companies did not work due to the economic crisis that started in late 2008. However, most of the study modules have undergone successful trial sessions of 3 day-seminars each. The participants were managers and specialists from the laser companies, another group – from IT companies and the third – a mixture from different industries. It enabled the Programme providers to understand better the possible reactions and expectations of the future students; teachers received valuable experience how to present different topics in the most appropriate way.

Thus, the self-evaluation and our evaluation cover the period starting from the academic year 2012/2013.

II. PROGRAMME ANALYSIS

1. Programme aims and learning outcomes

The Programme has set for itself an ambitious set of aims. As the SAR states, the main objectives (specific aims) of the Programme address the specific professional requirements/needs of the emerging (and still underdeveloped) Lithuanian innovation system:

- To prepare a critical mass of high-level professionals – the catalysts of innovation system (on national, regional and industry levels), capable of performing as integrators of scientific and industrial knowledge in specific firms and organizations;
- To prepare intellectual entrepreneurs, capable of commercialising new knowledge created by organizations and/or absorbed from the global sources;
- To prepare managers of intellectual (knowledge) organizations, capable of creating the most favourable conditions for the development and effective use of individual, organizational or institutional intellectual capital.

The SAR and conversation during team's site visit clearly confirm that the Programme aims and learning outcomes are consistent with the type and level of studies and the level of qualifications offered. This is explicitly demonstrated in the document and the team got an impression that the Programme coordinator and teaching staff have a deep research based knowledge, which enabled them to define Programme aims and the learning outcomes in accord with each other and with the level of studies and qualifications to be developed.

The Programme aims and learning outcomes are based on the academic and/or professional requirements, which are oriented towards the highest international standards. Furthermore, the SAR clearly shows that there is a need for such type graduates to work in the national innovation system and national entrepreneurship system institutions as well as firms with a significant intellectual input into their competitive advantages.

The Programme is very timely. Clearly, it responds very well to the public needs and the needs of the labour market, as there is a long-standing general acknowledgement that Lithuania lacks such graduates. A strong support from the key social and business partners provides additional evidence that the graduates with a unique set of competences will fill a gap in the labour market.

Based on the model created by the researchers of the Department of Strategic Management in 2004, the Programme seeks to develop 6 major blocks of management competences:

1. Competence in Intelligence, i.e. capacity to foresee important changes, events, their context and to make productive use of these foresights;
2. Competence in Entrepreneurship, i.e. capacity to perform non-standard actions, accumulate resources, commercialise ideas and make use of opportunities;
3. Competence in Leadership, i.e. capacity to assemble and develop teams, use means of influence, organizational culture, manage conflicts and stress;
4. Multicultural competence, i.e. capacity to perform in international teams, achieve synergies out of cross-cultural diversity;

5. Competence in Effectiveness and Efficiency, i.e. capacity to solve effectively organizational problems, make effective/efficient use of resources, manage virtual and agile organizational systems;

6. Competence in Learning and Development, i.e. capacity to implement successfully the processes of individual and collective learning, to create organizational knowing and competence.

Having reviewed the Programme and based on conversation with teaching staff, the team believes that the name of the Programme, its learning outcome, content and qualifications offered are compatible with each other.

In conclusion, the Programme aims and learning are well defined and clearly adequate. One idea for further improvement could be to consider introducing more courses targeted at policy level and public sector institution issues, or alternatively to position it even more clearly towards innovative and dynamics firms, whose primary competitive advantage is ability to learn and to generate knowledge.

2. Curriculum design

The team finds that Programme "Knowledge and Innovation Management" is structured and implemented in compliance with the requirements of the Descriptor of General Requirements for Master's Study Programmes (as set out by Order of Minister of Education and Science of 3 June, 2010, Nr. V-826) and mentions the following reason for such a conclusion:

- The Programme covers **90** credits and meets required number of 90 to 120 credits,
- The entire Programme consists of subjects of the *study field* of the Programme and requirement of not less than 60 credits is met.
- The elective courses also belong to the field of study, that is, knowledge and innovation management. Thus electives further enhance focus, coherence and identity of the Programme. The courses offered in the Programme are clearly qualitatively higher level and more demanding, thus are clearly adequate for the Second Cycle study Programmes.
- More than 80 % of all the academic staff has a PhD and more than 20 % of subjects are taught by Full Professors. The Programme meets fully a formal requirement for teaching staff qualifications and experience.
- The preparation and defence of the Final Degree Project constitute 30 credits, and thus a requirements of not less than 30 credits is met.

Thus, the team concludes that the curriculum design meets all legal requirements.

As the SAR Table 4 indicates, each semester the students follow no more than 5 subjects, which shows that study subjects and workload are spread evenly throughout the entire Programme. In every course, students spend 60% of time for self-study (a total of 96 hours), while each course has 64 contact hours. Thus, a requirement of not less than 30 % for self-study is fully met.

The content of all courses is very modern and there is a clear evidence that the teaching staff carries out research in the areas relevant to the Programme and specific courses. Furthermore, it became obvious from the visit and discussions with coordinators, teaching staff and social partners that Programme itself, its content and methods are built on a long term tradition and commitment to a specific research fields.

In conclusion, the curriculum design is a clear strength. It reflects the latest achievements science, builds on modern teaching methods, generates a clear identity for a Programme and enables the achievement of the intended outcomes. In short, it meets national and international requirements, set for the second cycle studies, in every aspect.

3. Staff

The Programme is carried by the Department of Strategic Management, which a leading research group in Innovation studies in Lithuania and which has many strong links and international partners. This research is active not only in research programs, but also actively involved in policy projects and executive education, as well as business consulting projects. Thus, it is the centre of excellence in Lithuania in a specific domain, within which the Programme has been developed.

Development of the "Knowledge and Innovation Management" Study Programme took 8 years since it has been first conceived. Since then, through PhD studies, the department has developed 7 young academic staff members in the field of Knowledge Management and Innovations. Doctoral research projects, focused on knowledge and innovation management, played a critical role in the development of the competence. All professors and Associate Professors working in the Programme are already experienced researchers in their field and actively participate in international conferences.

All teachers, except three, are based at the Department of Strategic Management. The Programme is delivered by 6 full professors, 4 associate professors and 1 lecturer with a Ph.D. degree. As KTU is a large university, the Programme can attract additional professors with an adequate competence from within and also from the social and academic partners. Annex 3 provides a detailed summary of qualification of teaching staff.

Student – teacher ratio is very favourable. This is partly due to a low number of students. However, this was the strategic choice made the Programme coordinators.

The teaching staff composition during the period 2007 – 2012 has been stable, except two new teachers have joined the Department from the private internationally owned university. The teaching staff meets legal requirements, and qualification and numbers ensure learning outcomes. Moreover, the teaching staff is one of the most international research groups in Lithuania - in terms of research visits, partners and conferences - with diverse set of connections to high reputation and advanced universities.

In conclusion, teaching staff - with its long term commitment to the field of study, clear orientation towards highest international standards and deep understanding of the national innovation system needs – is a major strength.

4. Facilities and learning resources

For the implementation of the Programme the Department of Strategic Management uses different facilities of the University. This year the majority of the theoretical and practical training classes take place in the Rooms 204, 315, and 318 of the Faculty of Social Sciences (K. Donelaicio Str. 20). The Room 336 of the Faculty of Telecommunications and Electronics (Studentu Str. 50) is also used. All the auditoriums meet hygienic and safety requirements, and are equipped with computers, audio and video equipment, boards, microphones. The number of workplaces in the auditoriums is of appropriate size to allow effective teaching and group work.

The Faculty of Social Sciences continously invests in the rooms and equipment quality. The rooms are repaired and the new equipment is purchased whenever required for the study process. The new computers for the computer classroom (Room 103) of the Faculty of Social Sciences were purchased in 2011. In 2011, the Room 324 was equipped with the new computer and multimedia project, and the new blinds were purchased into the Room 318. It is planning to update computers in the Room 129 of the Faculty of Social Sciences during this year.

Programme students can use computer classrooms of the Faculty of Social Sciences (Rooms 103, 129, and the Central Library of the University) (K. Donelaicio Str. 20). There are 54 workplaces in the computer classes (Rooms 103 and 129). The modern computer Programmes (Windows 7 Professional, Microsoft Office Professional Plus 2010, IBM SPSS Statistics 20, QSR NVivo 9.2, etc.) are installed there. The Central Library of the University has 32 computerised work places. The computers are linked into a local network (LITNET network). The Internet is available at all facilities of the KTU. For improvement of practical skills and

preparing the research projects the modern computer laboratory of the Faculty of Economics and Management can also be used for the students (Laisves Av. 55).

Books and research literature are available at the Central Library of the University (K. Donelaicio Str. 20) and its branches. The Coordinator of the Programme communicates with the Library staff in order to purchase new books or access to the databases. The Central Library renews its resources every year. It also cooperates with the libraries of the other universities in Lithuania from which the lecturers and students can order needed books. Students can borrow books at home and read them for the time from seven days to three months. The Central Library reading room has 174 workplaces.

Databases. The Library has the access for the students and teachers to the Internet website of subscribed and tested databases. The computers of the University have the access to the following foreign electronic databases: Emerald Full text; Science Direct; 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). The subscribed databases are also available for lecturers and students at home by VPN network. The list of subscribed and tested databases is constantly updated. The electronic books published by the University are also available for the students.

Premises for the study such as auditoriums, computer classrooms and library are adequate to support the objectives of the Programme. The Department is very well integrated into policy and business networks and, thus, can easily ensure adequate arrangements for students' practice.

5. Study process and student assessment

The Programme "Knowledge and Innovation Management" was launched in the fall semester of the 2012/2013 academic year. Therefore, the data presented in self-evaluation report and to assessment team is limited to the first year of admission. The Programme does not have graduates. Admission to the Programme is carried out following General Regulations for General Admission to the Second-Level studies. The admission is organized by the Faculty Admission Commission established by the order of the KTU Rector. Based on the SAR and interviews during the visit, the team concludes that admission requirements are well founded and clear. Furthermore, entry requirement are high, which is demonstrated by a number of applications and a number of accepted students.

The study process is well planned. The Dean's office announces the time table and makes it public to students using internet, published materials before the semester. Students have

to follow the schedule, attend lectures and submit assignments as planned. The Programme benefits from many years of experience in organizing a similar process for other Programmes.

Alongside theoretical understanding and research skills, the Programme emphasizes interactive methods and acquisition of practical skills and actionable knowledge. These are developed through a variety of study methods: search and analysis of scientific and practical literature (and other documents), writing course papers, projects, final degree projects and their defence, group work (home works, course papers, group assignments during practical trainings, reports and their presentations), reflection on action, case studies, role games, simulations, practical trainings and discussions. Thus, based on the SAR, and considering teaching staff's experience and student comments, the team believes that study process ensures the acquisition of intended learning outcomes.

The Department of Strategic Management is very international and also draws on support from the International Office. The SAR provides a clear and description on ERASMUS and other opportunities, which students are encouraged take in order to go abroad as exchange students. Although, none of the Programme students has taken a mobility opportunity, expert teams believes that all preconditions are in place for the Programme students to study abroad.

The SAR and teaching staff indicated that students are encouraged to take part in different research activities. For example, they participate in student scientific conferences, organised by the Faculty of Social Sciences and other institutions. During site visit, the first intake of students of the Programme was preparing for taking part in the annual research conference for young scholars (undergraduate, graduate, Ph.D. students) titled „Social Sciences: Challenges for Globalization"(conference is organised since 2002, every spring semester). It seems that students have publishing opportunities too.

It seems that students have different kind of support. Students receive academic support and tutoring in groups and individually. There are also different forms of financial, psychological and spiritual support, as described in the SAR. All students enrolled in Programme seem have state funded scholarships.

Assessment of student performance is clear, adequate and publicly available. Performance is assessed following KTU guidelines and regulations. On a more specific level, each course has clear descriptions when, and how their performance will be assessed. Furthermore, per the SAR and students comments, teachers provide explanations and feedback to students on their performance and assessment.

Overall, the study process and performance assessment seem to be fully adequate, however, there is a very limited experience at this stage.

6. Programme management

The SAR gives a detailed overview of how the Programme is managed at all levels and how the decision-making processes take place. It seems that the Programme management fully adheres to all the formal requirements, quality control system is effectively functioning and informally, the coordinator and teaching staff are very committed to this Programme's success and to the students.

At the Department level, the head of the Department and the coordinator of the Programme are responsible for the proper implementation and improvement of the Programme. The decision-making process also involves social partners: Lithuanian Innovation Centre, NGO Knowledge Economy Forum, which seeem to be deeply involved in the Programme from the early stages of the development. The social partners are invited to participate in the department's formal meetings or are asked for their informal opinion on the study subjects.

In conclusion, it seems that Programme management is effective, its effective functioning is based on the organizational routines of the Department. All this ensures that Programme aims and learning outcomes are being achieved at this stage, and will be achieved in the future.

III. RECOMMENDATIONS

1. to consider introducing philosophy of science and social science methodology courses early in the first semester, in order help students better grasp the meaning of the diverse set of types of knowledge, learning and innovation.
2. To consider adding more courses more explicitly focusing on knowledge, learning and innovation on a policy level and public sector institutions as catalyst for learning and innovating.

IV. SUMMARY

The Master's of Management study Programme in "Knowledge and Innovation Management" (further – the Programme) is provided by Department of Strategic Management at, Kaunas University of Technology, Faculty of Social Science.

This is the first time the Programme is undergoing self-assessment and is being submitted for external evaluation. The development of the Programme has been supported by the EU Structural Funds that allowed preparing study material for all subjects. On August 8, 2009,

the Programme received accreditation from the Centre for Quality Assessment in Higher Education until December 31, 2013. The Programme was only launched in 2012. Currently, there are 11 full time Master students following the Programme. During our visit, which took place on March 19th 2013, the programme was in the first part of its second semester. This background suggests that it is difficult to evaluate the history and performance of the Programme and the graduates.

It is important to note that Programme is exceptional in Lithuania, and the Baltic region. It may be one of the few second cycle Programmes, focused on Knowledge and Innovation Management, in Europe. Secondly, the Programme rests on a solid research foundation and 8 years of dedicated efforts to accumulate expertise in this area, primarily through a PhD Programme, but also through senior faculty dedication to this research domain. Given a short, history, these are important factors which underlie the evaluation of the Programme.

The Programme responds very well to the public needs and the needs of the labour market, as there is a long-standing general acknowledgement that Lithuania lacks such graduates. A strong support from the key social and business partners provides additional evidence that graduates with a unique set competences will fill a gap in the labour market. The learning aims and learning outcomes are very clear, consistent and compatible. It is worth highlighting a set of critical of competences, which graduates will develop, alongside theoretical knowledge and practical skills. These competencies are: Competence in Intelligence, Competence in Entrepreneurship, Competence in Leadership, Multicultural competence, Competence in Effectiveness and Efficiency, Competence in Learning and Development

The curriculum design is a clear strength. It reflects the latest achievements science, builds on modern teaching methods, generates a clear identity for the Programme and enables it to achieve intended outcomes. The content of all courses is very modern and there is a clear evidence that teaching the staff carries out research in the areas relevant to the Programme and specific courses. Furthermore, it became obvious from the visit and discussions with coordinators, teaching staff and social partners that the Programme itself, its content and methods are built on a long term tradition and commitment to a specific research fields. In conclusion, in short, it meets national and international requirements, set for the second cycle studies, in every aspect. One area for consideration could be inclusion of Philosophy of Science course, especially, with focus on epistemology and Social Sciences Methodology in the first semester.

The teaching staff consists of internationally orientated scholars (with significant stays abroad), with a deep expertise and interest in policy and management practice. The SAR

provides lots of data and many examples, which proves that the teaching staff is clear strength and the predictor of success for this Programme.

The Faculty and Department, responsible, for the Programme enjoy high quality premises, auditoriums, computer classrooms, library, electronic resources, specific course materials, all of which are adequate to support Programme aims, learning objectives and activities. The Department is very well integrated into policy and business networks and, thus, can easily ensure adequate arrangements for students' practice.

The study process is very well defined, is clear, transparent, publically available and most importantly well organized. Admission to the programme follows State, University and Faculty regulations. Most importantly, admission is quality oriented, which resulted in a low number of students, but it seems to be the right strategic choice for the future. Each course is very well described, has solid reading lists and clear set of activities, and clear student performance assessment. Furthermore, students have sufficient number of opportunities through KTU and Faculty bodies for exchange visits. The SAR mentions a number of various forms of social support available to students, and our visit seems to confirm the data presented in SAR.

The SAR gives a detailed overview of how the Programme is managed at all levels and how the decision-making processes take place. It seems that the Programme management fully adheres to all the formal requirements, the quality control system is effectively functioning and informally, the coordinator and teaching staff are very committed to this Programmer's success and to the students. It seems that Programme management is effective, and this effective functioning is based on the organizational routines of the Department, which have been developed in delivering other programs. Thus, Programme management secures that its aims and learning outcomes are being achieved at this stage, and will be achieved in the future.

Overall, this seems to be a very strong, innovative, clearly focused and timely Programme, which is based on solid research foundations. It may serve as an example of how new study programmes should be conceived, developed and delivered.

Programme strengths:

- Strong research foundations
- Strong international oriented teaching faculty
- Very focused, with a clear identity
- Very well responding to market needs
- Very good content in English

- Modern (interactive) teaching methods
- Committment and support for students
- Very good networks in business and policy space

Programme weakness

- Small number of students (in some respect, e.g. from the financial point of view)
- Lack of Philosophy of Science course
- Social Science methodology moved to 3rd semester
- Danger of overlapping content across courses, and or at least impression of this from the outsider's perspective.

V. GENERAL ASSESSMENT

The study Programme Knowledge and Innovation Management (state code – 621N20011) 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	4
3.	Staff	4
4.	Material resources	3
5.	Study process and assessment (student admission, study process student support, achievement assessment)	3
6.	Programme management (Programme administration, internal quality assurance)	3
	Total:	**20**

*1 (unsatisfactory) - there are essential shortcomings that must be eliminated;

2 (satisfactory) - meets the established minimum requirements, needs improvement;

3 (good) - the field develops systematically, has distinctive features;

4 (very good) - the field is exceptionally good.

Grupės vadovas:
Team leader: Brian O'Connor

Grupės nariai:
Team members: Modestas Gelbūda

Nina Jankova

Kari Lilja

Greta Kasparaitytė

<...>

V. APIBENDRINAMASIS ĮVERTINIMAS

Kauno technikos universiteto studijų programa *Žinių ir inovacijų vadyba* (valstybinis kodas – 621N20011) vertinama teigiamai.

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

* 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

Magistrantūros programą *Žinių ir inovacijų vadyba* (toliau – programa) įgyvendina Kauno technologijos universiteto Socialinių mokslų fakulteto strateginio valdymo skyrius.

Tai pirmoji programa, kuriai taikoma savianalizė ir išorinis vertinimas. Programos rengimą parėmė ES struktūriniai fondai; tai leido parengti visų dalykų studijų medžiagą. 2009 m. rugpjūčio 8 d. šią programą akreditavo Aukštojo mokslo kokybės vertinimo centras; akreditacija galioja iki 2013 m. gruodžio 31 d. Programa pradėta įgyvendinti tik 2012 m. Šiuo metu ją studijuoja 11 nuolatinių studijų magistrantūros studentų. Mūsų vizito, įvykusio 2013 m. kovo 19 d., metu, buvo prasidėjęs antrasis semestras, taigi šiame programos etape sunku vertinti programos istoriją ar absolventų veiklos rezultatus.

Svarbu pažymėti, kad programa yra išskirtinė Lietuvoje ir Baltijos regione. Tai galbūt viena iš nedaugelio žinių ir inovacijų vadybai skirtų antrosios pakopos programų Europoje. Antra, ši programa pagrįsta tvirtu moksliniu pagrindu ir aštuonerių metų pastangomis kaupti šios srities ekspertų žinias, visų pirma, filosofijos doktorantūros programos, taip pat ir fakulteto

absolventų pasišventimo šiai mokslinių tyrimų sričiai dėka. Trumpai tariant, tai svarbūs veiksniai, kurie yra programos vertinimo pagrindas.

Programa labai gerai atitinka visuomenės ir darbo rinkos poreikius, nes yra toks senas bendras įsitikinimas, kad Lietuvai trūksta tokių absolventų. Tvirta pagrindinių socialinių ir verslo partnerių parama yra dar vienas įrodymas, kad unikalių kompetencijų turintys absolventai užpildys spragą darbo rinkoje. Programos tikslai ir numatomi studijų rezultatai labai aiškūs, nuoseklūs ir suderinami. Vertėtų nurodyti svarbiausių kompetencijų, kurias absolventai tobulins kartu su teorinėmis žiniomis ir praktiniais įgūdžiais, rinkinį. Tai proto, verslumo, vadovavimo, gebėjimai, gebėjimai dirbti daugiakultūrėje aplinkoje, siekti veiksmingumo, mokyti ir kurti.

Programos sandara yra akivaizdi stiprybė. Joje atsispindi naujausi mokslo pasiekimai, ji pagrįsta naujausiais mokymo metodais, užtikrina programos tapatumą ir galimybę pasiekti numatomus studijų rezultatus. Visų studijų dalykų turinys labai naujas, akivaizdu, kad akademinis personalas atlieka su programa ir konkrečiais dalykais susijusius mokslinius tyrimus. Be to, vizito metu ir diskutuojant su koordinatoriais, akademiniu personalu ir socialiniais partneriais, paaiškėjo, kad pati programa, jos turinys ir metodai pagrįsti ilgalaike tradicija ir pasišventimu tam tikroms tyrimų sritims. Trumpai apibendrinant reikia pasakyti, kad ši programa visais aspektais atitinka nacionalinius ir tarptautinius reikalavimus antrosios pakopoms studijoms. Tik reikėtų apsvarstyti vieną dalyką – mokslo filosofijos dalyko įtraukimą į šią programą, didžiausią dėmesį pirmąjį semestrą skiriant epistemologijai ir socialinių mokslų (tyrimų) metodologijai (metodikai).

Akademinis personalas – tai į tarptautinę erdvę orientuoti mokslininkai (ilgai būnantys užsienyje), gerai išmanantys politiką ir vadybos praktiką ir jomis besidomintys. Savianalizės suvestinėje pateikiama daugybė duomenų ir pavyzdžių, patvirtinančių, kad akademinis personalas yra akivaizdi programos stiprybė ir programos sėkmės laidas.

Už programą atsakingas fakultetas ir skyrius turi kokybiškas patalpas, auditorijas, kompiuterių klases, biblioteką, elektroninius išteklius, konkrečių dalykų medžiagą – visa tai padeda siekti programos tikslų ir numatomų studijų rezultatų ir vykdyti veiklą. Skyrius labai gerai integruotas į politikos ir verslo tinklus, taigi gali lengvai užtikrinti tinkamus susitarimus dėl studentų praktikos.

Studijų procesas apibrėžtas, aiškus, skaidrus, viešai skelbiamas, o svarbiausia – gerai organizuotas. Studentai į šią programą priimami pagal valstybės, universiteto ir fakulteto reglamentus. Svarbiausias priėmimo kriterijus – kokybė, dėl to įstojusiųjų nedaug, tačiau manoma, kad, žiūrint į perspektyvą, tai teisinga strategija. Puikiai aprašytas kiekvienas dalykas, sudaryti literatūros sąrašai, aiškiai nustatyta veikla, aiškus studentų rezultatų vertinimas. Be to,

studentai turi pakankamai galimybių per KTU ir fakulteto organizacijas keistis vizitais. Savianalizės suvestinėje nurodyta daugybė įvairių studentams prieinamos socialinės paramos formų, o mes apsilankę, atrodo, galime patvirtinti minėtoje suvestinėje pateiktus duomenis.

Savianalizės suvestinėje pateikta išsami apžvalga apie tai, kokia šios programos vadyba įvairiuose lygmenyse ir kaip vykdoma sprendimų priėmimo procedūra. Panašu, kad programos vadyba atitinka visus oficialius reikalavimus, kokybės kontrolės sistema yra veiksminga, o ne formali, koordinatorius ir akademinis personalas labai pasišventę šiai programai ir studentams. Taigi programos vadyba užtikrina, kad ir šiame etape, ir ateityje bus įgyvendinti programos tikslai ir pasiekti numatomi studijų rezultatai.

Apskritai panašu, kad ši programa labai stipri, naujoviška, aiškiai orientuota ir savalaikė, pagrįsta tvirtais moksliniais pagrindais. Ji gali būti pavyzdys, kaip turi būti sugalvojamos, kuriamos ir įgyvendinamos naujos programos.

Programos stiprybės:

- Stiprus mokslinių tyrimų pagrindas
- Stiprus, į tarptautinę erdvę orientuotas fakulteto mokomasis personalas
- Labai fokusuota, turinti aiškų identitetą
- Labai gerai atliepia rinkos poreikius
- Labai geras angliškas turinys
- Šiuolaikiniai (interaktyvūs) mokymo metodai
- Atsidavimas ir parama studentams
- Labai geri tinklai verslo ir politikos erdvėje

Programos silpnybės

- Mažai studentų (kai kuriais atžvilgiais, pvz., finansiniu)
- Nėra mokslo filosofijos dalyko
- Socialinių mokslų (tyrimų) metodologija perkelta į trečią semestrą
- Yra dalykų turinio dubliavimosi pavojus arba taip atrodo pašaliečiui.

III. REKOMENDACIJOS

3. Apsvarstyti, ar nereikėtų nuo pirmojo semestro pradžios įvesti mokslo filosofijos ir socialinių mokslų metodikos dalykus, siekiant padėti studentams geriau suvokti skirtingo žinių, mokymosi ir inovacijų rinkinio prasmę.

4. Apsvarstyti, ar nereikėtų įvesti daugiau dalykų, kurie akivaizdžiai orientuoti į žinias, mokymąsi ir inovacijas politikos lygmenyje ir viešojo sektoriaus institucijas kaip mokymosi ir naujovių diegimo katalizatorių.

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Studijų kokybės vertinimo centras