



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Kauno kolegija
**STUDIJŲ PROGRAMOS ĮSTAIGŲ IR ĮMONIŲ
ADMINISTRAVIMAS** (*valstybinis kodas - 653N23003*)
VERTINIMO IŠVADOS

EVALUATION REPORT
OF OFFICE ADMINISTRATION (*state code -653N23003*)
STUDY PROGRAMME
at Kaunas College

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Išvados parengtos anglų kalba
Report language – English

DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	Įstaigų ir įmonių administravimas
Valstybinis kodas	653N23003
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Vadyba
Studijų programos rūšis	Koleginės studijos
Studijų pakopa	Pirmoji pakopa
Studijų forma (trukmė metais)	Iššęstinės (4metai) Nuolatinės (3metai)
Studijų programos apimtis kreditais	180
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Vadybos profesinis bakalauras
Studijų programos įregistravimo data	2000-09-21

INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study programme	Office administration
State code	653N23003
Study area	Social Sciences
Study field	Management studies
Type of the study programme	College studies
Study cycle	First cycle
Study mode (length in years)	Full time (4 years) Part time (3 years)
Volume of the study programme in credits	180
Degree and (or) professional qualifications awarded	Management Professional Bachelor
Date of registration of the study programme	21 st September, 2000

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The Centre for Quality Assessment in Higher Education

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I. INTRODUCTION

1.1. Background of the evaluation process

The evaluation of on-going study programmes is based on the **Methodology for evaluation of Higher Education study programmes**, approved by Order No 1-01-162 of 20 December 2010 of the Director of the Centre for Quality Assessment in Higher Education (hereafter – SKVC).

The evaluation is intended to help higher education institutions to constantly improve their study programmes and to inform the public about the quality of studies.

The evaluation process consists of the main following stages: 1) *self-evaluation and self-evaluation report prepared by Higher Education Institution (hereafter – HEI)*; 2) *visit of the review team at the higher education institution*; 3) *production of the evaluation report by the review team and its publication*; 4) *follow-up activities*.

On the basis of external evaluation report of the study programme SKVC takes a decision to accredit study programme either for 6 years or for 3 years. If the programme evaluation is negative such a programme is not accredited.

The programme is **accredited for 6 years** if all evaluation areas are evaluated as “very good” (4 points) or “good” (3 points).

The programme is **accredited for 3 years** if none of the areas was evaluated as “unsatisfactory” (1 point) and at least one evaluation area was evaluated as “satisfactory” (2 points).

The programme is **not accredited** if at least one of evaluation areas was evaluated as “unsatisfactory” (1 point).

1.2. General

The Application documentation submitted by the HEI follows the outline recommended by the SKVC. Along with the self-evaluation report and annexes, the following additional documents have been provided by the HEI before, during and/or after the site-visit:

No.	Name of the document
1.	Bachelor Theses produced by programme graduates

1.3. Background of the HEI/Faculty/Study field/ Additional information

Kauno kolegija/University of Applied Sciences (hereinafter referred to as KK) was founded in 2000 and was granted the status of a Public Enterprise in 2011. In 2014, KK was accredited by international external evaluators for the maximum 6-year period.

KK implements first cycle collegial studies of technological, biomedical, humanitarian and social sciences as well as arts. It provides 51 Professional Bachelor study programmes and expands application of artistic and scientific research. KK has 6973 students, and approximately 1000 employees. KK has over 23000 graduated students. In 2016 KK was ranked second in Lithuania in the ranking of higher education institutions providing collegial studies. KK implement studies in four faculties:

- The Faculty of Management and Economics;
- The Faculty of Technologies and Landscaping;
- The Faculty of Medicine;
- The Faculty of Arts.

It also has 2 regional divisions in Taurage and Kedainiai. KK actively cooperates with more than 170 foreign partners.

The programme being evaluated is located within the Faculty of Management and Economics, which has seven departments. The structural units of the Faculty are Departments which implements study programmes, conducts applied research, employs staff and has the responsibility of ensuring the quality of on-going study programmes. Programme Office and Enterprise Administration belongs to the Department of Office and Enterprise Administration. This programme is one of ten programmes in the Faculty of Management and Economics. In 2014 the programme Office and Enterprise Administration was evaluated and accredited for 3 years.

1.4. The Review Team

The review team was completed according *Description of experts` recruitment*, approved by order No. 1-01-151 of Acting Director of the Centre for Quality Assessment in Higher Education. The Review Visit to HEI was conducted by the team on *13/12/2016*.

- 1. Prof. James Wrynn (team leader)** *Head of Dublin Institute of Technology, Ireland.*
- 2. Assoc. Prof. Iveta Ludviga,** *Professor, Riga International School of Economics and Business Administration, Latvia.*
- 3. Anna Maria Ranczakowska,** *Professor, School of Humanities, Tallinn University, Estonia.*
- 4. Mrs. Virginija Klimukienė,** *Programme director of VšĮ "Psichikos sveikatos perspektyvos, Lithuania.*
- 5. Mr. Simonas Valionis,** *student of Tilburg University, The Netherlands.*

II. PROGRAMME ANALYSIS

2.1. Programme aims and learning outcomes

The aim and intended learning outcomes (hereinafter – ILOs) of the Programme are formulated in accordance with the descriptors of the Lithuanian Qualification Framework and are in alignment with European Qualification Framework and the descriptors of the first-cycle study programmes.

The aim of the study programme is “to educate the manager who is able to organise and administer the performance of offices and enterprises; has analytical and organisational skills to solve problems and make decisions; is able to perform the functions of administration (management), manage the employees, organise the activities of employees and divisions of the organisation, and follow the provisions of socially responsible and ethical business, act independently and creatively in changing business conditions”.

Table 2 in Self Evaluation Report (hereinafter – SER) clearly provides aims and ILOs, however paragraphs 12 and 13 states slightly different aims. ILOs are described as knowledge and skills including research, special, social and personal skills, what is in line with LQF. The specific aims and specific ILOs associated with each of two specialisations are defined. However, names of the specialisations are different in different places of the SER: Personnel Administration or Project Administration (in paragraph 29); in table 2 - Personnel Administration or Project Activity Administration. The evaluation team have concluded that the above mentioned errors can be attributed to misprinting mistakes.

The aim and the anticipated learning outcomes as well as the description of the study programme are made public on the internet websites: <http://www.kaukokolegija.lt>, <http://www.aikos.smm.lt>, <http://lamabpo.lt>,

It can be concluded that the programme aims and learning outcomes are well defined, clear and publicly accessible.

In the SER, it is stated that “in order to justify and define the necessity of the programme the situation in the labour market was assessed, the investigation on the employability of graduates was carried out, the representatives of organisations, employers, graduates were interviewed and their arguments regarding the necessity of the programme as well as competences of graduates were considered.” Discussion with programme team and social partners seems to approve the statement written in the SER “the aims and anticipated learning outcomes of the study programme were defined by the Study Programme Committee (SPC) in cooperation with stakeholders and the academic staff of the Department”. Programme team seems to have close links with the stakeholders.

After the previous evaluation, it was recommended that “the College should consider how to prove that the objective of the programme and expected results of the study correspond to the interests of workers and labour market needs.” The programme management has taken into consideration this recommendation and proves the labour market needs in the SER with links to several sources. In the SER it is stated that “The private sector dominates in Lithuanian Small and Medium Business and makes up 90% of the companies operating in the country (source: www.ukmin.lt). They are the biggest job providers”. Evaluation team could conclude that study programme aim and ILOs are relevant to the needs of SMBs.

The programme team has identified “episodic analysis of the changes in the labour markets” as their weakness related to programme aim and ILOs and planned to analyse the changes in the labour market every year. The evaluation team complement programme management for these plans and hope they will be implemented.

The discussion seems to approve that the aim and related ILOs are based on the requirements of the labour market and are consistent with the type and level of studies and the level of qualifications offered.

In the SER it is stated that the title of the study programme (Office and Enterprise Administration), anticipated learning outcomes of the study programme, programme content and the qualification degree awarded (Professional Bachelor in Management) match together. Overall the experts *can see compatibility between the name of the programme, its learning outcomes, content and the qualifications to be awarded.*

In the last accreditation in 2014 the expert group recommended the establishment of a Placement Office to improve communication outside and also inside the faculty. The Career Centre has been established and seems to be popular among students.

2.2. Curriculum design

The volume of the study programme is 180 credits (4790 hrs) and is delivered in 3 years (full time) or 4 years (part time).

The study programme was prepared and assessed according to the Regulation on the study field of Management and Business Administration approved in 2008.

The study volume in credits *complies with the requirements of the legal acts and is sufficient to achieve the necessary competencies.*

Study subjects are spread evenly across semesters and study years. Each semester has 30 ECTS and 7 study courses in full time studies and 21-24 ECTS in part time studies. Analysing the study plan, evaluation team conclude that themes and topics within the study courses are not repetitive; they are clearly linked to programme ILOs. Discussion with the students revealed that

the main reason why they chose this programme is the “appealing mix of subjects” and “good balance between theoretical and practical knowledge”. In course outlines learning outcomes of the study programme are presented in line with relevant expected outcome of the study course. The assessment methods of the students’ achievements are listed in line with ILOs. This allows assuming that *the content and methods of the subjects’ evaluation are appropriate for the achievement of the intended learning outcomes.*

The content of the subjects seems consistent with the type and level of the studies – professional bachelor. The programme consists of traditional administration and management courses and the practical aspects of the programme are evident from the course descriptions. Discussion with programme alumni supported this argument since alumni evaluated the practical aspects and internships as the most useful areas of the programme.

The scope of the programme allows the students to acquire learning outcomes since the programme covers all the necessary subject areas – economics, management, law, marketing, finance, information technologies and languages. There are various assessment methods – both individual and team assessments are used. The staff competences and the resources of the institution allow implementing both types of assessments, however the selection and proportion of assessment methods remains sole responsibility of the faculty. There are no formal institutional arrangements related to proportion of team vs. individual assessment methods.

The content of the programme reflects the latest achievements in science, art and technologies. The final thesis topics are up-to-date since more than 30% of them are ordered by companies and also all the others are related to current problems in organisations. Study course “Innovation management” is listed as par C course and thus can remain unselected by the student. The programme management plans to foster internationality of elective courses by introducing the study course Intercultural communication in English. The evaluation team can only support this plan since students mentioned English language among the things which should be strengthened.

2.3. Teaching staff

Information and data provided in the Self-evaluation report shows that *academic staff meets legal requirements* of Lithuanian higher education provisions and the level of the study programme.

The qualification and the number of the teaching staff seem to be adequate to ensure learning outcomes since the programme has 24 full time lectures including 5 associate professors. All members of the academic staff have 3 years and more practical work experience

while the average experience is 17 years. The teacher / student ratio is good – 9 students per lecturer.

During the period under assessment there has been slight decrease in the number of faculty (from 27 to 24), and the average age has decreased from 49 to 47 years. Nevertheless, the Programme team seems to be rather stable and *is able to ensure an adequate provision of the programme.*

The higher education institution creates good conditions for the professional development of the teaching staff necessary for the provision of the programme. To ensure professional development of the teaching staff every lecturer at the beginning of an academic year makes an individual professional development plan which is discussed with the department. Lecturers are invited to participate in the skill development workshops which are organized by the Kaunas College. The number of hours devoted to professional development including teaching, scientific and communicative skills is quite high. Programme faculty during the discussion highly evaluated career and professional development opportunities, money incentives for initiatives, and overall atmosphere in the programme. Career development courses, support for PhD studies, and option to participation in conferences, additional salary for organization of competitions, funding to go abroad were mentioned as main motivators.

It is said that the faculty is also active in international mobility, however, there were only 4 outgoing staff members in 2015/2016. This figure is quite stable over three years – there were 3 outgoing faculty members per year in since 2013. Moreover, the number of incoming lectures is even smaller. The programme team recognises the internationalisation of the faculty as a weaker point and have plans to identify motivational measures for increasing mobility as well as inviting more foreign visiting lecturers. Therefore, positive results can be expected.

The teaching staff of the programme is involved in research related to the study programme. In the SER it is indicated that the amount of scientific publications over 5 year period is 83, which means that there is around 16 publications per year. Still it should be stated that there is potential for improvement of the research activities of the programme faculty. Programme team is aware of this and plans to appoint a responsible lecturer who will coordinate research activities. Some additional support above coordination, for example, related to statistics and language in preparing research publications for faculty can be advised.

2.4. Facilities and learning resources

KK has modern study environment and library facilities which should be acknowledged as being a competitive edge. Programme has 14 modern classrooms equipped with multimedia, screen, and transferable for working in teams. College has modern compute labs and very

comfortable Self-study Centre which was highly praised by the students. *The premises for studies are adequate both in their size and quality.*

The higher education institution has good arrangements for students' practice. The programme has 2 internships – Administration and Professional. For the Administration Internship, there are 2 Practical Training Business companies - two classrooms (room 207 and 411) with a total of more than 13 workplaces. These trainings are very much appreciated by the students. Practical Training Business companies are simulation firms connected to an international network. This is used effectively to allow students to develop practical skills before placement in real businesses.

The programme has many cooperation agreements with private companies, municipal and public organisations. During the last three years, long-term cooperation agreements with 45 organisations were signed. These provide a sufficient number of practical placements for students. During the placements students are visited by College staff to ensure the appropriateness of their experiences. To Experts' opinion this seems to be a good practice, moreover, alumni evaluated internships as one of the most useful areas of the programme.

Textbooks, presentations and course notes are the main teaching resources employed in the majority of courses and available for students on the Moodle platform. This platform seems to be used effectively and by all faculty members. The library and Information Resource Centre, which was opened in 2014 and offers a 4000 square metres modern study space, is very well equipped and has enough copies of textbooks which are accessible to all students. Plenty of electronic databases are available, for example, EBSCO, Taylor & Francis Online Library, etc. Still the actual use of scientific articles from these databases is very limited. Teaching materials, including periodicals and databases, are adequate and easily accessible to students.

However, there is little evidence from the students' Theses that students use them. This may be a result of the limited knowledge of English of some faculty members and students. Students need to be encouraged to draw upon these valuable sources to broaden and deepen their understanding.

All in all, teaching materials (textbooks, books, periodical publications, databases) are adequate and easily accessible.

2.5. Study process and students' performance assessment

The admission requirements for the programme are well-founded and in line with the state regulations. There are state-funded and non-state funded places available. There is small decrease in the number of applicants, however, it is claimed that the programme is still in

demand in comparison to other non-specialised programmes. The changes in the number of the applicants can be explained by the demographic trend.

The organisation of the study process ensures an adequate provision of the programme and the achievement of the learning outcomes. The courses are evenly distributed over 6 semesters for full-time studies and over 8 semesters for part-time studies. The timetable is comfortable for the students and support from course curator is available in case of any personal or practical problem. The drop-out rate is reported to be 17%, which might be slightly high for a bachelor programme, however, management is aware and organises surveys to find out the reasons. Each student cohort has its curator who, according to the students' opinion, is always available for discussion and support. Moreover, students identified significant improvement in communication and overall culture in the programme during previous years due to the new head of department. If there are any problems students said they go directly to the department (for example, they collected signatures for replacement of the lecturer).

There is adequate support for students provided and group tutors are always available in case students have any problems, it is evident that *KK ensures an adequate level of academic and social support* since flexible study plans are offered and there is permission to retake certain courses. In case of financial difficulties, students are allowed to attend classes according to free schedule. Students evaluated Induction process as adequate and useful and they are aware what to do in case of problems. Students also positively evaluated the communication with programme management which has significantly improved after the appointment of the new Head of the Department. The evaluation team has the feeling that the atmosphere around the Programme is really friendly and collaborative.

In the SER and during discussion it was said that the *students are encouraged to participate in applied research activities*. Moreover, students as one of programme strong points mentioned "possibility to take part and present on the conferences organized by the College". However, the output, number of published papers, is not very evident. The evaluation team understand that it is quite difficult to involve students in research; still it believes that this can be achieved through the quality of the Bachelor thesis. The OEA programme has good potential here since the Theses are evaluated very positively. Areas for improvement include the use of latest scientific literature. The number of the latest research articles cited in the bachelor thesis is quite low despite the availability of the on-line data bases. It could be advised to include in the Thesis regulations not only the necessary minimum number of the sources cited, but also, for example, that at least 3 or 5 sources should be scientific articles not older than 5 years.

Students have opportunities to participate in student mobility programmes; however, the activity is low (in 2015 – 3; in 2014 – 11 and in 2013 – 2 outgoing students). It was said that the decreasing number of outgoing students is due to financial reasons and safety issues in several countries, as Turkey, for example. No doubt that these are important reasons, however, it can be advised for KK International department to look for more suitable foreign partners in countries where life is cheaper but still safe, for example, Slovenia, Slovakia, Poland, etc. Programme management can also promote more the international opportunities and value gained through them, for example, by inviting graduates who had this experience.

The assessment system of students' performance is clear and adequate since it is outlined in course descriptions and related to the course ILOs and approved by students during discussion. Students especially highly evaluated the organization final thesis development process.

The discussion with programme graduates indicated that *the professional activities of the majority of graduates meet the expectations*. Evaluation team highly evaluate the programme alumni who seemed like a bunch of established people in the field with a strong feeling of belonging.

Final Bachelor Thesis presented to the evaluation team show that the quality of the students' final works is very good. Highly regarded by the team was the practicality of conclusions and recommendations – recommendations even included financial calculations related to the cost of recommended solutions. The close links with business community can be traced throughout the thesis. Moreover, the topics are chosen by students themselves instead of being appointed. The evaluation team considers this as good advantage. Despite of some small shortcomings of study process discussed above the quality of the Bachelor Theses is very commendable. According to the point of view of the evaluation team, exactly the Thesis is the final evidence of the programme quality.

2.6. Programme management

The programme Office and Enterprise Administration (OEA) is managed by the Office and Enterprise Administration Department, which belongs to the Faculty of Management and Economics. The department is responsible for programme management and quality assurance. The department is run by the Head, who is responsible for the activity and results of the department. The Head of Department is associate professor with PhD degree and 10 years of teaching and 13 years of administrative work experience. The Head is accountable to the Dean and Deanery and delivers plans to them which are then checked to be in line with those of the faculty. The Head is also responsible for the methods of studies implemented, study subjects and

their quality improvement, development of qualification of teachers, international exchange of students, research development. The department collaborates with the Quality and Management Committee of the Academic Board, social partners, employers, university scientists and students. The Study Programme Committee (SPC) is responsible for the design, quality assurance, implementation and operation of each study programme. It consists of the programme faculty, social partners and student representatives. *It is evident that the responsibilities for decisions and monitoring of the implementation of the programme are clearly allocated.*

It has been stated in the SER that after each study semester and study course the feedback from students' is collected via structured questionnaire. According to the analysis of the surveys, 82 % of students are satisfied with study quality. Students approved their participation in the surveys and possibilities to provide open feedback. *It is evident that the information and data on the implementation of the programme are regularly collected and analysed.*

Self-assessments of the programme are based on the feedback of students, employers, lecturers and other interested parties. Surveys of graduates are also conducted. All the results from surveys are discussed in the Deanery and Department meeting as well as in SPC meetings. Programme management has developed an action plan related to recommendations from previous accreditations (SER, Annex). *The outcomes of internal and external evaluations of the programme are used for the improvement of the programme.* The list of implemented changes was presented and highly evaluated by the review team.

After discussion with programme graduates and social partners, the evaluation team concluded that *the evaluation and improvement processes involve stakeholders.* Majority of social partners met during the visit participate in programme committee meetings at least once per semester. Moreover, they participate in thesis defence and are providers of internships. Widespread practice is research orders from companies. The number of Bachelor Thesis with integrated orders from companies is stable over 30% during previous three years.

The Internal Quality Assurance System in KK was approved in 2013. Programme faculty seem to approve that the pedagogical work, professional development, and research are areas which are evaluated. Quality Assurance System is constantly being improved based on recommendations of external quality control and government institutions. *The internal quality assurance measures are effective and efficient for OEA programme.* The college identifies its weak points (mobility and research) and are prepared to take the actions. According to students and staff, programme management has significantly improved, staff seems very committed, and indicate evidence of clear change in culture and performance.

III. RECOMMENDATIONS

1. Improve the applied research activity of the programme faculty. This is important as this will lead to the increase of students' participation in applied research.

The KK should consider providing additional support for research and preparation of publications alongside with appointing a “responsible lecturer who would coordinate research activities” it could introduce additional support above coordination.

2. KK has great material resources including on-line data bases as the accessibility of latest research publications, however, these resources are not used to full extent. Area for improvement includes the use of latest scientific literature in the study process and Bachelor Thesis. It could be advised to include in the Thesis regulations not only the necessary minimum number of the sources cited, but also, for example, that at least 3 or 5 sources should be scientific articles not older than 5 years. It could be recommended to include at least 3-5 latest publications relevant to the course content as additional readings. This will facilitate both – the usage of latest research publication of lecturers and students.
3. Formal institutional arrangements related to proportion of team vs. individual assessment within the study courses could be recommended.
4. KK should look for more possibilities to enhance student exchange, in particular the numbers of outgoing ERASMUS+ students.

IV. EXAMPLES OF EXCELLENCE *

The library resources constitute an excellent resource.

V. SUMMARY

Overall the programme is preparing well trained graduates suitable for a supervisory/middle management role in offices and SMEs. It has the potential to develop into a very successful programme and recommendations have been set out above to help such a development of the programme.

Programme aims and learning outcomes are well defined, clear and publicly accessible. The aims and anticipated learning outcomes of the study programme were defined by the Study Programme Committee (SPC) in cooperation with stakeholders and the academic staff of the Department. The aim and related ILOs are based on the requirements of the labour market and are consistent with the type and level of studies and the level of qualifications offered. The title of the study programme (Office and Enterprise Administration), anticipated learning outcomes of the study programme, programme content and the qualification degree awarded (Professional Bachelor in Management) match together and provide good compatibility between the name of the programme, its learning outcomes, content and the qualifications to be awarded.

Curriculum design and the study volume in credits complies with the requirements of the legal acts and is sufficient to achieve the necessary competencies. Study subjects are spread evenly across semesters and study years. The study courses are not repetitive; they are clearly linked to programme ILOs. The main reason why students chose this programme is the “appealing mix of subjects” and “good balance between theoretical and practical knowledge”. In course outlines learning outcomes of the study programme are presented in line with relevant expected outcome of the study course. The content and methods of the subjects’ evaluation are appropriate for the achievement of the intended learning outcomes. The scope of the programme allows the students to acquire learning outcomes since the programme covers all the necessary subject areas – economics, management, law, marketing, finance, information technologies and languages. There are various assessment methods – both individual and team assessments are used. However, there are no formal institutional arrangements related to proportion of team vs. individual assessment methods.

Teaching academic staff meets legal requirements of Lithuanian higher education provisions and the level of the study programme. The institution creates good conditions for the professional development of the teaching staff necessary for the provision of the programme. Kaunas College ensures good level of professional development of the teaching staff and the number of hours devoted to professional development including teaching, scientific and communicative skills is quite high. Career development courses, support for PhD studies, and

option to participation in conferences, additional salary for organization of competitions, funding to go abroad were mentioned as main motivators by programme staff. The faculty is also active in international mobility, however, the number of outgoing staff members and the number of incoming lectures is very small. The teaching staff of the programme is involved in research related to the study programme. Still there is potential for improvement of the research activities of the programme faculty. Programme team plans to appoint a responsible lecturer who will coordinate research activities. Some additional support above coordination, for example, related to statistics and language in preparing research publications for faculty can be advised.

KK has modern study *facilities and learning resources* which should be acknowledged as being a competitive edge. The higher education institution has good arrangements for students' practice - 2 Practical Training Business companies which are appreciated by the students and alumni who evaluated internships as one of the most useful areas of the programme. The programme has more than 45 cooperation agreements with private companies, municipal and public organisations. Textbooks, presentations and course notes are the main teaching resources and available for students on the Moodle platform. The library and Information Resource Centre is very well equipped and has a sufficient number of textbooks and electronic databases, still, there is limited evidence from the students' Theses that students widely use them. The Career Centre has been established and seems to be popular among students.

The organisation of the *study process and students' performance assessment* ensures an adequate provision of the programme and the achievement of the learning outcomes. There is adequate support for students provided and group tutors are always available in case students have any problems. KK ensures an adequate level of academic and social support since flexible study plans are offered and there is permission to retake certain courses. The atmosphere around the Programme is friendly and collaborative. Possibility to take part and present on the conferences organized by the College was positively evaluated. Students have opportunities to participate in student mobility programmes; however, the activity is low due to financial reasons and safety issues. The assessment system of students' performance is clear and adequate and the professional activities of the graduates are adequate. Final Bachelor Thesis presented to the evaluation team show that the quality of the students' final works is very good. Highly regarded by the team was the practicality of conclusions and recommendations – recommendations even included financial calculations related to the cost of recommended solutions. The high evaluation in this area is assigned because of the quality of the Bachelor Thesis, since, exactly the Thesis is the final evidence of the programme quality.

Programme is managed by the Office and Enterprise Administration Department, which is run by the Head with adequate qualification. Quality assurance and self-assessments of the programme is based on the feedback from students, employers, lecturers and other interested parties. According to the surveys, 82 % of students are satisfied with the study quality. The results of surveys are discussed in the Deanery, Department meeting and SPC meetings. According to students and staff, programme management has significantly improved, staff seems very committed, and indicate evidence of clear change in culture and performance.

VI. GENERAL ASSESSMENT

The study programme office administration (state code – 653N23003) at Kaunas College is given **positive** evaluation.

Study programme assessment in points by evaluation areas.

No.	Evaluation Area	Evaluation of an area in points*
1.	Programme aims and learning outcomes	3
2.	Curriculum design	3
3.	Teaching staff	3
4.	Facilities and learning resources	4
5.	Study process and students' performance assessment	4
6.	Programme management	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:	Prof. James Wrynn
Grupės nariai: Team members:	Assoc. Prof. Iveta Ludviga
	Anna Maria Ranczakowska
	Virginija Klimukienė
	Simonas Valionis

**KAUNO KOLEGIJOS PIRMOSIOS PAKOPOS STUDIJŲ PROGRAMOS ĮSTAIGŲ IR
ĮMONIŲ ADMINISTRAVIMAS (VALSTYBINIS KODAS – 653N23003) 2017-05-29
EKSPERTINIO VERTINIMO IŠVADŲ NR. SV4-97 IŠRAŠAS**

<...>

V. APIBENDRINAMASIS ĮVERTINIMAS

Kauno kolegijos studijų programa *Įstaigų ir įmonių administravimas* (valstybinis kodas – 653N23003) vertinama **teigiamai**.

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

Bendrai, programoje ruošiami aukšto lygio absolventai, tinkami vykdyti kontroliuojančias / vidurinėsios grandies vadovų pareigas biuruose ir mažose bei vidutinio dydžio įmonėse. Studijų programa turi potencialo tapti labai sėkminga, o pirmiau pateiktos rekomendacijos padėtų šiai programai tokia tapti.

Programos tikslai ir studijų rezultatai gerai apibrėžti, aiškūs ir viešai prieinami. Bendradarbiaudamas su socialiniais dalininkais ir katedros akademinio personalu Studijų programos komitetas (SPK) apibrėžė studijų programos tikslus ir numatomus studijų rezultatus. Tikslas ir numatomi studijų rezultatai grindžiami darbo rinkos reikalavimais bei atitinka studijų tipą bei lygį, taip pat suteikiamos kvalifikacijos lygį. Studijų programos pavadinimas (Įstaigų ir įmonių administravimas), numatomi studijų programos studijų rezultatai, programos turinys ir

suteikiamas kvalifikacinis laipsnis (profesinis vadybos bakalauras) dera tarpusavyje bei puikiai atitinka programos pavadinimą, jos studijų rezultatus, turinį bei suteikiamą kvalifikaciją.

Programos sandara ir studijų apimtis kreditais atitinka teisės aktų reikalavimus ir jų pakanka būtinajai kompetencijai įgyti. Studijų dalykai tolygiai paskirstyti semestrais ir studijų metais. Studijų dalykai nesikartoja, jie aiškiai susiję su numatomais studijų rezultatais. Pagrindinė priežastis, kodėl studentai renkasi šią studijų programą yra „patraukli studijų dalykų įvairovė“ ir „gera pusiausvyra tarp teorinių ir praktinių žinių“. Dalyko planuose studijų programos rezultatai pateikiami kartu su susijusio numatomo studijų dalyko rezultatu. Dalykų turinys ir vertinimo metodai yra tinkami numatomiems studijų rezultatams pasiekti. Programos apimtis tokia, kad studentai gali pasiekti studijų rezultatų, nes programa apima visas būtinąsias studijų sritis: ekonomiką, vadybą, teisę, rinkodarą, finansus, informacines technologijas ir kalbas. Taikomi įvairūs vertinimo metodai: tiek individualaus, tiek grupinio darbo vertinimas. Tačiau trūksta formalių institucinių nuostatų, nustatančių grupinio ir individualaus vertinimo metodų santykį.

Personalas atitinka Lietuvos aukštojo mokslo švietimo *teisinius reikalavimus* ir studijų programos lygį. Institucija sukuria geras sąlygas dėstytojų profesiniam tobulėjimui, kuris būtinas programai teikti. Kauno kolegija užtikrina puikų dėstytojų profesinio tobulinimosi lygį, o valandų, skiriamų profesiniam tobulinimuisi, įskaitant dėstymą, mokslinius bei komunikavimo įgūdžius, skaičius yra gana didelis. Programos personalas minėjo pagrindinius motyvacinius faktorius: karjeros tobulinimo kursai, pagalba studijuojant doktorantūroje, galimybės dalyvauti konferencijose, papildomas užmokestis už konkursų organizavimą, finansavimas vykstant į užsienį. Taip pat fakultetas aktyviai dalyvauja tarptautiniuose judumo projektuose, tačiau išvykstančių personalo narių ir atvykstančių dėstytojų skaičius yra labai mažas. Programos dėstytojais atlieka mokslinius tyrimus, susijusius su studijų programa. Visgi, būtų galima tobulinti studijų programą teikiančio fakulteto mokslinių tyrimų veiklą. Programos darbo grupė planuoja paskirti atsakingą dėstytoją, kuris koordinuotų mokslinių tyrimų veiklą. Rekomenduojama vykdyti ne tik koordinavimo veiklą, bet ir teikti, pavyzdžiui, statistikos ir kalbos redagavimo paslaugas rengiant fakulteto mokslines publikacijas.

KK materialieji ištekliai yra modernūs ir tai turėtų būti pripažinta kaip konkurencinis privalumas. Aukštojo mokslo institucija puikiai organizuoja studentų praktiką: ji vykdoma dviejuose praktinio mokymo verslo įmonėse, kurias studentai ir absolventai vertina puikiai, absolventai įvertino praktiką kaip viena naudingiausių programos sričių. Programoje vykdomi daugiau nei 45 bendradarbiavimo susitarimai su privačiomis bendrovėmis, savivaldybės ir viešosiomis organizacijomis. Vadovėliai, pristatymai ir dalykų užrašai yra pagrindiniai mokymo

ištekliai, kuriuos studentai gali pasiekti Moodle platformoje. Biblioteka ir Informacinių išteklių centras itin gerai aprūpinti, juose pakanka vadovėlių ir elektroninių duomenų bazių, visgi iš studentų baigiamųjų darbų nepakanka įrodymų, kad šie šaltiniai būtų plačiai naudojami. Yra įsteigtas Karjeros centras, kuris tarp studentų, regis, yra populiarus.

Studijų eigos organizavimas ir *studentų vertinimas* užtikrina adekvatų programos teikimą ir studijų rezultatų pasiekimą. Studentams teikiama pakankama pagalba, taip pat iškilus problemoms, studentams visada gali padėti grupės kuratoriai. KK užtikrina tinkamą akademinės ir socialinės paramos lygį, nes galima pasirinkti lanksčius studijų planus, taip pat leidžiama iš naujo lankyti tam tikrus studijų dalykus. Programoje vyrauja draugiška ir bendradarbiavimu grindžiama aplinka. Teigiamai vertinama galimybė dalyvauti ir teikti pristatymus kolegijos organizuojamose konferencijose. Studentams suteikiamos galimybės dalyvauti studentų judumo programose, tačiau aktyvumas yra mažas dėl finansinių priežasčių ir saugumo aspektų. Studentų darbo vertinimo sistema yra aiški ir pakankama. Vertinimo grupei pateikti baigiamieji bakalauro darbai rodo, kad studentų baigiamųjų darbų kokybė yra labai aukšta. Ekspertai labai gerai įvertino išvadų ir rekomendacijų praktiškumą – rekomendacijose netgi buvo su rekomenduojamais sprendimais susiję finansiniai išlaidų skaičiavimai. Šiai sričiai skiriamas aukštas įvertinimas, nes bakalauro darbų kokybė yra labai aukšta, o baigiamieji darbai yra galutinis programos kokybės įrodymas.

Programos vadyba rūpinasi Įstaigų ir Įmonių administravimo katedra, kuriai vadovauja atitinkamą kvalifikaciją turintis vadovas. Kokybė užtikrinama ir programos savianalizė grindžiama studentų, darbdavių, dėstytojų ir kitų suinteresuotų šalių atsiliepimais. Kaip rodo apklausa, 82 % studentų yra patenkinti studijų kokybe. Apklausos rezultatai aptariami Dekanate, per katedrų susitikimą ir Studijų programos komiteto susitikimuose. Pasak studentų ir personalo, programos vadyba labai pagerėjo, personalas yra labai atsidavęs, o tai rodo, kad aiškiai keičiasi jos kultūra ir veikla.

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IV. IŠSKIRTINĖS KOKYBĖS PAVYDŽIAI (GEROJI PRAKTIKA)

Bibliotekos ištekliai – puikūs.

III. REKOMENDACIJOS

1. Studijų programą teikiančiame fakultete reikėtų tobulinti mokslinę veiklą. Tai svarbus aspektas, nes jis sudarytų sąlygas studentams aktyviau dalyvauti moksliniuose tyrimuose. KK turėtų apsvarstyti galimybę teikti papildomą pagalbą moksliniams tyrimams ir padėti

rengiant publikacijas paskirti „atsakingą dėstytoją, kuris koordinuotų mokslinių tyrimų veiklą“, tokiu būdu būtų galima teikti papildomą pagalbą, o ne tik koordinuoti.

2. KK turi daug literatūros, įskaitant internetines duomenų bazes, taip pat prieigą prie naujausių mokslinių tyrimų publikacijų, tačiau šie šaltiniai nėra iki galo išnaudojami. Aspektas, kurį reikėtų tobulinti – naujausios mokslinės literatūros naudojimą studijų procese ir bakalauro darbuose. Rekomenduojama į baigiamųjų darbų nuostatas įtraukti ne tik reikalavimą jame naudoti privalomąjį mažiausią cituojamų šaltinių skaičių, bet ir reikalavimų šaltinių aktualumui. Pavyzdžiui, kad bent 3 arba 5 šaltiniai turėtų būti ne senesni nei 5 metų moksliniai straipsniai. Rekomenduojama įtraukti bent 3-5 naujausias su dalyko turiniu susijusias publikacijas, kaip papildomus skaitinius. Tai padėtų tiek dėstytojams, tiek studentams domėtis naujausiomis mokslinių tyrimų publikacijomis.
3. Rekomenduojama nustatyti formalias institucines nuostatas dėl to, kaip yra vertinamos individualios ir grupinės užduotys.
4. KK vertėtų ieškoti daugiau galimybių studentų mainams skatinti, ypač išvykstančių studentų pagal ERASMUS+ programą skaičiui didinti.

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Paslaugos teikėjas patvirtina, jog yra susipažinęs su Lietuvos Respublikos baudžiamojo kodekso 235 straipsnio, numatančio atsakomybę už melagingą ar žinomai neteisingai atliktą vertimą, reikalavimais.

Vertėjos rekvizitai (vardas, pavardė, parašas)