



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

ISM vadybos ir ekonomikos universiteto
EKONOMIKOS PROGRAMOS, vykdomos Kaune
(612L10001)
VERTINIMO IŠVADOS

EVALUATION REPORT
OF *ECONOMICS* STUDY PROGRAMME, organized in
Kaunas campus (612L10001)
At ISM University of Management and Economics

Grupės vadovas:
Team leader:

Prof. dr. Mieczyslaw Socha

Grupės nariai:
Team members:

Dr. Michael Emery

Prof. dr. Maija Šenfelde

Prof. dr. Vytautas Juščius

Andrius Zalitis

Išvados parengtos anglų kalba
Report language - English

Vilnius
2012

DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	<i>Ekonomika, vykdoma Kaune</i>
Valstybinis kodas	612L10001
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Ekonomika
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Pirmoji
Studijų forma (trukmė metais)	Nuolatinė (4)
Studijų programos apimtis kreditais	240
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Ekonomikos bakalauras
Studijų programos įregistravimo data	2004-06-07, Nr. 852

INFORMATION ON EVALUATED STUDY PROGRAMME

Title of the study programme	<i>Economics, organized in Kaunas</i>
State code	612L10001
Study area	social Sciences
Study field	economics
Kind of the study programme	university studies
Cycle of studies	first
Study mode (length in years)	full time (4)
Scope of the study programme in credits	240
Degree and (or) professional qualifications awarded	Bachelor of Economics
Date of registration of the study programme	2004-06-07, N0.852

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I. INTRODUCTION

ISM University of Management and Economics was established in 1999 as the first privately owned institution of management education in Lithuania. ISM is an institution of undergraduate, graduate and postgraduate education in Business, Management and Economics. It offers 4 undergraduate programmes with specializations, 2 graduate and 2 postgraduate programmes. Quality and internationality have brought forward as the most important priorities of the University's activities. This aim has been evaluated by International Quality Accreditation (IQA) awarded to ISM in 2006 by the Central and East European Management Development Association (CEEMAN), thus certifying that ISM belongs to universities that offer the most advanced business studies in the region. The current mission statement and activities of ISM University of Management and Economics correspond to the niche of the ISM in the Lithuanian educational market.

ISM University of Management and Economics runs its operations from two campuses: Vilnius, the headquarters of the university, and from Kaunas, the second biggest city in Lithuania. The university is managed as a total entity, having one management organization for both campuses: the Dean of Studies, the Academic vice Dean, the Heads of the Subject Groups, the Quality Centre, Career Centre, International Relations Department, Faculty Dean responsible for staff and others to service the needs of both campuses. Likewise, the programmes delivered in both campuses have the same learning outcomes, aims, structure, study and management, quality assurance processes and staff.

The self-assessment report (SER) of **Kaunas campus** was prepared by the self-assessment group constituted by the Rector's order and discussed with internal and external stakeholders. This process was managed by the Quality Director of the ISM University. The SER is well produced within SKVC guidelines. The information is clearly presented and main strengths and weaknesses of the programme are pointed out.

The external evaluation was undertaken by the international team of experts chaired by Prof. Dr. Mieczyslaw Socha (Poland). The team members were Dr. Michael Emery (United Kingdom), Prof. Dr. Maija Šenfelde (Latvia), Prof. Dr. Vytautas Juščius (Lithuania) and Andrius Zalitis (Lithuania). The evaluation is based upon the SER as a first-line source of information, other study materials provided by ISM and site visits at Vilnius campus on 4 December and Kaunas campus on 5 December 2012. During the site visits the expert team had a set of meetings with ISM administration, SER authors, teaching staff, students, alumni and employers. Further discussions and exchange of opinions between team members have added significant contribution to the evaluation report. It analyzes the programme organized in only Vilnius campus and a separate report is produced for Kaunas campus, as requires SKVC guidelines. The expert team would like to express its gratitude to ISM authorities for their cooperation in this evaluation.

II. PROGRAMME ANALYSIS

1. Programme aims and learning outcomes

The Bachelor's Study Programme in Economics has been designed according to the Bologna Process Declaration principles. It reflects the main strategic aims and objectives of the ISM defined in the Statute and the vision and mission of the University as well. According to the SER in general *the aim of the Economics Programme is to educate analytically-minded*

economists, able to predict and manage economic processes in a dynamic and integrated business environment.

The aim is not too long nor declarative. The aim of the programme is defined very shortly in one sentence, but it shows very clear the main idea of the programme to develop specialists with critical and creative thinking who can apply knowledge in a practical use.

To achieve the aim of the programme 6 main objectives of the programme in general and 3 additional specific aims for the specialization in Economics and Politics are defined. Objectives of the programme are set logically and clearly. All main aspects of the programme are covered and reflected. These objectives embrace using complex data, forecasting, financial management, making financial and investment decisions and working in multicultural environments. Life-long learning also features. This bachelor programme is four years full-time for 240 ECTS. This gives ample time for students to attain all learning outcomes and graduate successfully. However, many bachelor programmes for economics are just three years in most Western European countries. In today's difficult economic climate where many students pay substantial fees, consideration should be given to ISM offering a shorter programme of three years and a half, following current Lithuanian legislation.

Learning outcomes are divided into two groups: special and general. Special learning outcomes represent skills and abilities that students are expected to develop in the area of economics. General learning outcomes, in the meantime, represent fundamental competences, necessary for achieving success in academic and professional endeavours. The experts would like to admit that the provided SER showing the links between objectives, study outcomes and academic subjects taught in the Programme in Economics is very helpful and demonstrative. It is possible to see and understand how the set aims and objectives are achieved. Learning outcomes are regularly reviewed in the frames of programme's monitoring process. Nevertheless, it is obvious that the significant majority of the special learning outcomes reflect the focus on finance, but economics programme with its finance is not unique. The information about programme, its aims, outcomes and distinctiveness is publicly accessible in the ISM website.

Demand for Economics programme graduates according to SER is proved by researches of the Lithuanian Labour Exchange. It is one of the biggest in Lithuania and has a tendency to increase. A definitely strong demand exists for economists who combine expertise in economics and finance with analytical tools for receiving problems facing companies, industries and entire economies as well. Despite the reduction in demand in financial centres internationally ISM remains confident that the graduates from this programme are still attractive to employers in both state and private sectors of the Lithuanian economy. In that way the supply of evaluating programme is reasoned. Thus seemingly, the programme continues to respond to public needs and those of the labour markets including demand for the financial specialists. Overall, the programme recruits well; for example, in 2011 56 students enrolled having increased from 44 in 2006. However, there was a significant dip in 2010 when only 22 students enrolled. Thus, ISM needs to monitor student intake carefully in the time of demographic downturn and to provide an appropriate programme in which the aims are achieved, the learning outcomes completed, and graduates find relevant professional work in economics, finance, and political areas.

It has to be noticed that realization of the Economics programme in the ISM University Kaunas campus is very important for Lithuania's western part because it provides possibilities to get the high level education for students from this region in today's difficult economic situation.

In general the programme aims and learning outcomes are consistent with the type and level of studies. The name of the programme, its learning outcomes, content and the qualifications offered are compatible with each other as well. The aims and learning outcomes

are clearly defined in ISM documents and are publicly available. Consideration should be given to ISM offering a shorter programme of three and a half year.

2. Curriculum design

The curriculum design meets legal requirements and regulations. According to the SER, the programme complies with the national legal acts and the regulations for the undergraduate study programmes. The curriculum of the programme consists of three core segments: general education subjects, study field and special training subjects including internship and other fields study subjects. The total volume of the study programme is 240 ECTS credits. The programme complies with the Bologna process in the way of shifting from national credits to the European Credit Transfer System (ECTS). Economics Programme is a full-time programme, its duration is 4 years. Students have 16-20 contact hours per week and accumulate 30 ECTS per semester. The study subjects of general university education consist of 15 ECTS, study subjects of the field of studies – 165 ECTS, special training subjects - 60 ECTS. Internship consists of 18 ECTS and the final project has 12 obligatory ECTS credits. Number of course units per semester (5 or once 6) fully corresponds to legal requirements (max 7). The curriculum is well prepared and documented. More than 50 percent of study field subjects are taught by scientists.

The evaluated programme has some unique aspects with its wide range of international links, the option for students to obtain double degrees and with its finance/mathematics focus. The scope of the programme is sufficient to ensure learning outcomes. By the designing the curriculum of the Programme in Economics the principles of balance between theory and practice were followed taking into account requirements for study programmes in Lithuania. At the beginning of the studies more attention is paid at acquiring basic knowledge, in the next study years – at specialization acquiring professional skills. At the end of the studies the knowledge and skills are enhanced in the professional internship outside university and are approved through working out and defending the bachelor thesis. The content and methods of the subjects are appropriate for the achievement of the intended learning outcomes. There is a good balance between lectures, practical work and self-studies. The principles of subject vertical integration and subject interrelationship have been taking into account during the development of the programme. So it is absolutely logical, study subjects are spread evenly and their themes are not repetitive. The university provides the opportunity to study a range of modern languages as well.

The programme is rather flexible also because of the possibility to choose elective courses. Elective subjects are provided every semester. These subjects are divided into two groups – for first semesters and later ones. These possibilities enhance the quality of educational process and broaden the students' scope.

Students are very satisfied with the programme's content and its realization, but wider basket with elective courses and summer internships are expected. It has to be noticed that during our site visit students expressed their wishes to have more possibilities to write longer essays than only short notes for team works and to learn more about teaching methods.

The quality of compulsory and elective courses' syllabuses included in the SER is very good. The aims, learning outcomes and methods, assessment and the role of the subject in reaching learning outcomes of the programme in general are absolutely clear. Lists of recommended literature in syllabuses contents outdated sources, the teachers uses books being published in last years also. The content of the subjects is consistent with the type and level of the studies.

In sum, Economics programme follows relevant Lithuanian regulations and has an awareness of international requirements such as the essential Bologna Declaration of 1999 and its ensuing amendments. Programme's content is sufficient to achieve intended learning outcomes; the principles of balance between theory and practice, subject vertical integration and subject interrelationship have been taking into account. Interactive teaching methods have been used to a large extent. As mentioned above, this programme has some unique aspects as well. Praiseworthy is a quality of compulsory and elective courses' syllabuses. The content of the subjects is consistent with the type and level of the studies. Lists of recommended literature are acceptable also. The one aspect, noted already, is that students enrolling for a bachelor economics programme may be somewhat disappointed to find that the programme equips them more for jobs in finance rather than in more general spheres. The expert team recommends that this dominant feature is brought to their attention prior to enrolment. It should be recommended to pay more attention to the development of the students' research writing skills.

3. Teaching staff

Economics programme in Kaunas campus engages a total of 46 academic staff, 60% of which is full-time. 70% of the programme staff holds degrees. 5 professors and 27 assoc. professors (including 10 visiting professors) have been working in the Economics programme. 4 teachers are PhD students so the process of the development and improving the staff's scientific level is going on. The quality of the staff completely corresponds to the General Requirements for the First Cycle Study Programmes requiring at least half of lecturing staff should hold academic degrees. The number of teachers is sufficient to achieve both the programme's objectives and learning outcomes.

It is important to notice that ISM University has a policy in place concerning what kind of staff in terms of their competence and quantity should be recruited for studies. Accordingly the SER these policies are aligned with the requirements of Lithuanian law, regulating higher education. ISM employs both full-time and part-time lecturers. Such approach enables to enhance the quality of the study process because of involving teachers with different experience. Full-time lecturers usually hold highest academic qualifications, as well as have relevant practical experience. The part-time lecturers are comparatively young professionals with highest qualifications. They are able to develop relevant practical skills and transfer most up-to-date information to the students and interpret it within the scope of their subject.

The internationalisation of the study process is one of the ISM priorities and the visiting professors are invited for delivering courses that demands the international outlook and experience. The university carries out the serious approach regarding the recruitment of visiting staff. As a result the study courses of visiting teachers become an integrated part of the study programme. that the current turnover of the teaching staff assures an adequate provision of Economics programme.

High percentage of the teaching staff holds academic achievements in disciplines related to management, finance, humanities and social sciences, but there is a relatively low number of teachers with achievements related to sub disciplines underlying education of economists i.e. microeconomics, macroeconomics, economic policy, international economics, monetary policy, institutional policy, labour economics etc. This has a blurring effect on identity of the degree course.

The University creates conditions for the professional development of the teaching staff necessary for the provision of the programme. The need for faculty competence development is determined by overall ISM strategy and is incorporated into the annual competence development plan. Each employee has been given a budget of 3.5 thousand litas to finance their needs in that

respect. Winter and Summer Teaching Academy is organized for ISM faculty also. In generally both core and visiting staff are covered by this competence development programme.

ISM academic staff demonstrates a rather high mobility. Exchange programmes with foreign universities are proactively developed. On average, 6 employees per semester go abroad. CVs review shows that some staff has didactic experience obtained at foreign universities. Although participation in international conferences and seminars aimed to present scientific achievement could be more active.

In general the teachers in the Kaunas campus are the same as in Vilnius. Students and social partners evaluated the teaching staff as very well qualified. There are very good relations between teachers and students. It was pleasant to feel that there is a nice and creative atmosphere in the university. Students in Kaunas were very satisfied with the study process as well, but there was also voice during our meeting with students in Kaunas that some teachers are not willing to come from Vilnius.

Arriving at conclusions, the teaching staff meets formal requirements, the number of university teachers and their qualifications are adequate to achieve intended learning outcomes and fulfil the programme. The university creates opportunities to develop pedagogic and research skills for its scientific and didactic staff. Praiseworthy are staff exchange programmes and collaboration with foreign universities, though scientific activities could be more substantial. The expert team would point towards insufficient number of experts representing core economics-related sub disciplines and conducting relevant scientific research. The staff has its share in developing disciplines related to economics, however, not particularly impressive.

4. Facilities and learning resources

The premises for the implementation of the programme are adequate both in their size and quality. Kaunas campus is located in the centre of the city and has 8 auditoriums and 1 meeting room for academic activities. Two auditoriums can hold up to 190 students, two up to 60 and three up to 25. One is computer class with 30 workplaces. There are a lot of individual/group workplaces as well – up to 40 in the halls, many in cafeteria, up to 20 in the library, 16 of them are computerized. All these premises ensure enough space for students' academic and social activities. Auditoriums are modern and well-equipped. Campus is covered by WiFi. It should be said that teaching and learning environment is very good. A modern printing system is in use. Learning materials are distributed through learning management system Moodle. In spite of such attainment the ISM University has signed a contract for 3 years with the Central Project Management Agency for the upgrading of infrastructure. This project will be co-financed from the EU funds. The installation of particularly modern equipment including lecture-recording and distance-learning classrooms is planned. So there is a great possibility that university's infrastructure would be outstanding after implementation of this project.

The University's library plays a central role in providing students with necessary information sources. According to Self-evaluation Report the ISM library seeks to become a leading source of management and economics information in the country. The current stock of the library contains about 5000 titles and 18000 copies. The library subscribes to publications in different formats: textbooks, books, periodical publications, databases – so teaching materials for students are adequate and accessible as well. The stock of the library is growing continuously. One set of textbooks in the main semester subjects is shared by two students. All items of the library are accessible through its webpage. Due to financial support from the Structural Funds the library has widely expanded the choice of electronic sources (EBSCO, Emerald, Sage, Taylor& Francis, Passport GMID etc.). The library is open for external users also and contributes

to the dissemination of latest research through the electronic database of final papers defended at the ISM University.

The study process is supported by good infrastructure (auditoriums, library, and info system). Material resources being offered for the study process are suitable for providing the Economics programme. The premises are adequate both in their size and quality. Premises are in very good condition and well- equipped. Learning management system Moodle is available and teaching materials are spread through it. Library's current stock is sufficient; it provides a wide access to sources through electronic data bases and catalogues. Textbooks are available for students also. Students and teachers expressed high level of satisfaction with the facilities during our site visit.

5. Study process and students' performance assessment

The regulations for joint admission have been taken into account and the admission requirements are adequate to Economics programme in generally. The main criterion is composed competition grade and the chosen competition subjects are absolutely logically for ISM. The equivalency between Lithuanian general education subjects and those completed abroad are established for the international applicants. It should be noted that the quality of candidates to ISM is higher than average in the country.

The academic and administrative support is providing systematically for students during their study time. First of all they are introduced to academic support services in the very beginning of studies. During the orientation week students received detailed information about the programme's goals, the study process organization, teaching methods, assessment criteria etc. Especially attention is paid to international students to help them to deal both with academic and everyday issues. At the beginning of each semester lecturers introduces to the students the main information about study courses: aims and objectives, the learning outcomes, assessment and attendance requirements. An individual approach towards students needs is encouraged also and students can visit administrative staff if they feel it necessary.

The teaching style within the programme is interactive and motivates students to study. They are actively engaged into learning process. In that way the motivation to study is enhanced. ISM teachers design lectures and discussions that require students to go beyond procedural knowledge and comprehension skills to critical thinking skills of synthesis and evaluation. The case study method incorporation in the curriculum of most subjects and usage of the market simulation teaching method are commendable also. Students were very satisfied with such approach and told us about their own experience. However they would have more information and assistance on academic writing.

The assessment system of students' performance is clear, adequate and publicly available. ISM adheres to some main principles of assessment: a combination of continuous and cumulative assessment to derive course final mark; criterion-referenced assessment rather than norm-referenced; diversity of tasks appropriate to the assessment of learning outcomes and the greatest opportunity for students to demonstrate their achievements; effective communication concerning the assessment organization and process. Almost full range of grades was given to students' papers, exam papers and thesis. It presents evidence of objective and serious assessment of students' achievement.

According to the SER students gain experience in scientific research by completing various class assignments and presentations that require collection and analysis of theoretical and practical materials. It has been a tradition that students participate every year in the International Case Competition. The expert team was concerned because it *could not see evidence on students'*

participation in scientific conferences in Lithuania or abroad. The site visit approved that ISM students are really very much business oriented rather not very much interested in analytical and research skills.

The mobility of students is organized very good and successful. Students have two main options for their mobility: exchange within Erasmus programme or exchange on the basis of bilateral agreements. The level of ISM international cooperation and collaboration is very high. During last six years the number of partners has grown from 15 in Europe till 42 countries around the globe. It is important to mention that much attention is paid to the selection of potential partners and University carefully assesses them. Economics programme students can earn a double diploma from three partner universities as well and the network of partnership for double diploma is planned to be expanded.

As it was mentioned before ISM University ensures an absolutely adequate level of academic support. It launched an ISM Excellent 100 Partnership Programme which is based on financing the tuition fee. Students admitted before this programme was launched can receive 25-75% discounts on tuition fees.

Professional activities of the majority of graduates meet the programme providers' expectations. Alumni network website was launched for creation of internal database of alumni contacts and their career information. The career survey shows that 86% of them are employed or self-employed, 11% continues studying and 3% are unemployed. All employed graduates work according to their speciality. Regarding Economics programme alumni all respondents have found jobs in positions that correspond with the expectations for graduates of the programme and the majority of them hold managers and specialists positions. Employers evaluated graduates from ISM University as more initiative, enthusiastic and creative, and their career is also much faster.

In sum, admission requirements are well-founded and the recruitment system is clear. The study process management could be evaluated as successful. The teaching style is interactive and motivates studying instead teaching. Praiseworthy is the case study method incorporation in the curriculum of most subjects and usage of market simulation teaching method. The assessment system of students' performance is clear, adequate and publicly available. The mobility of students is organized very good and successful. The academic and administrative support is providing for students systematically and University tries to provide the financial support of the best students as well. Professional activities of the majority of graduates meet the programme providers' expectations. The expert team was concerned because it could not see evidence on students' participation in scientific conferences in Lithuania or abroad. Students' involvement into research activities and participation in scientific conferences should be better. Students would have more information and assistance on academic writing as well.

6. Programme management

It should be noticed that there is a strong and well structured system of internal quality assurance and study programmes monitoring in ISM University specified by Quality Manual. The management of the programme is undertaken professionally and responsively according to the needs of the programme's aims and learning outcomes as they are currently defined. Responsibilities for decisions and monitoring of the implementation of the programme are clearly allocated. The Rector, the Head of Quality Centre, the Head of the International Department, the Deans, the Heads of the Subject Groups, the Programme Committee and the Office of Student Association have their own spheres of responsibility and have been involved in the process of quality assurance. The programme management at ISM consists of the Programme authorization, discontinuation and periodic programme monitoring procedures.

The process of drafting detailed programme requires prior internal authorisation from the Programme Committee. Sitting on it are heads of the course modules, representatives of teachers, students and employers. In the process of programme evaluation also taken into account is opinion of the ISM business council. Subsequently appointed is the programme development committee responsible for designing intended learning outcomes and curriculum. Complete project requires formal approval from Science and Study Council. Having been given positive marks, it then is submitted to review by Rector, Board. The final decision is made by the Senate. Once it approves a programme, it is evaluated by ISM Quality Centre in terms of compliance with legislation and referred to SKVC for external accreditation.

The Programme Committee participates in monitoring the programme and is responsible for reviewing learning outcomes and curriculum. The Office of Students Association surveys students regularly on their satisfaction with the programme. Opinions of external examiners are also taken into account. At the end of each semester, The Programme Committee assesses adequacy of the programme and teaching as well as learning process from viewpoint of achieving intended learning outcomes. Heads of the Subject Groups analyse results obtained by students. Quality of classes and programme, factoring in opinions of students and lecturers is assessed each term by the Quality Centre. Career Centre, launches each year an investigation into how employers are content with performance of ISM graduates, and follows their career paths. They also review employers' opinions about students involved in professional practice schemes at their companies. Each year, Programme Committee assesses the adequacy of programme from standpoint of advancing science and business practices.

The expert team was very pleased to hear from teachers that Quality issue is a daily topic of their informal talks. It means that high quality is the main priority of the ISM University.

It could be concluded that the ISM University has built comprehensive programme management and quality assurance system. The programmes are - also in short-term time horizon - monitored and its findings give grounds for implementing changes. Information and data on the implementation of the programme are regularly collected and analysed. Students' feedback is taken into account and it plays an important role in the programme's improvement and development.. The programme monitoring is done both on the institutional and programme levels. The outcomes of internal and external evaluations of the programme are used for the improvement of the programme. In sum, Economics Programme management is adequate to ensure learning outcomes and provide programme realization process.

III. RECOMMENDATIONS

3.1. Recommendation should be given to think about the offering a shorter programme of three years and a half in accordance to today's difficult economic climate where many students pay substantial fees.

3.2. Expert team advices to bring to students' attention prior to enrolment that the programme equips them more for jobs in finance rather than in more general spheres.

3.3. Increasing of the number of lecturers representing core economics-related sub disciplines would be useful for the improvement of studying process.

3.4. The scientific research of academic staff should be intensified and it is necessary to involve students in scientific research and participation in students' scientific conferences as

well. It would be possible due to creative and interactive nature of study process in the University.

IV. SUMMARY

Programme aims and learning outcomes. The programme reflects the main strategic aims of the University and complies with all legal requirements for first cycle studies. Its aims, objectives and intended learning outcomes are well defined and publicly available. The programme meets the requirements of the labour market and the programme responds to public needs. Demand for graduates is high due to prestige of the University as well. Programme has its particular niche in the system of higher education. Duration of studies could be discussed for attracting more students.

Curriculum design. The structure of the programme meets all legal requirements and regulations. Curriculum is well designed with clear formulated aims and appropriate learning outcomes. The evaluated programme has some unique aspects with wide range of international links, the option for students to obtain double degrees and with its finance/mathematics focus. Sufficiently balanced combination of theoretical and practical skills development and using of interactive teaching methods to a large extent should be noted. Programme has international nature. Most of subjects are taught in English. The content of the subjects is consistent with the type of the studies. The quality of courses' syllabuses is very high. It is strongly recommended to pay more attention to the development of the students' academic writing skills.

Teaching staff. The teaching staff is qualified and experienced with appropriate number of professors and associated professors. The involvement of visiting professors from universities across the world and professionals with highest qualifications is rather considerable. Teaching staff seems young and enthusiastic. It was confirmed by students and social partners as well. The university creates opportunities to develop didactic and research skills for its staff. Praiseworthy are staff exchange programmes and collaboration with foreign universities. Teachers pointed out that the administration and also facilities force them to work better. Students are very demanding and this is a strong motivation for the staff to be well prepared. At the same time a relatively low number of teachers have achievements related to basic disciplines underlying education of economists, and research activity of academic staff should be intensified.

Facilities and learning resources. Material resources and infrastructure for providing the study process in Kaunas campus should be evaluated as very good. The modern and well-equipped premises for the implementation of the programme are adequate both in their size and quality. There is enough space for students' academic and social activities as well. The teaching staff and students were very satisfied with learning environment. The learning management system Moodle helps to put to use modern teaching methods. Library provides a wide access to sources through electronic data bases and catalogues. Textbooks are available for students also. Moreover the University has far-reaching real plans for the further upgrading of its infrastructure. Teachers stressed that attractive environment and excellent facilities motivate them to work.

Study process and students' performance assessment. The University has implemented the well-organised and successful study process management system. The admission procedure is correct and clear, requirements are reasonable. Both the administration and teaching staff mentioned that the quality of candidates to ISM is higher than average in the country. The academic and administrative support is providing systematically for students during their study time. Students are very satisfied with interactive teaching style within the programme that

motivates to study. The assessment system of students' performance and learning results is transparent, adequate and publicly available. The level of ISM international cooperation and collaboration is praiseworthy and the mobility of students is organized very good and successful. The number of outgoing students is rather high. Students have also option to attain double diploma with the international partner universities. At the same time students involvement into research activities and participation in scientific conferences is not sufficient. ISM students are really very much business oriented rather not very much interested in analytical and research skills.

Programme management. The university has built comprehensive programme management and quality assurance system. The management of the programme is undertaken according to the needs of the programme's aims and learning outcomes as they are currently defined. Internal and external stakeholders' feedback is taken into account and plays an important role in the programme's improvement and development. The programme is - also in short-term time horizon - monitored and its findings give grounds for implementing changes. The long-term objective of the quality management system is not clear yet.

The programme is sustainable and definitely addresses the needs of the Lithuania's labour market. The expert team's conclusion is based on the high quality of teaching staff and professionalism of programme leaders; the well-designed curriculum and courses syllabuses; the international nature of the programme and academic mobility; very good study environment and facilities; appropriate programme management and quality assurance system. It was seen from meetings during the site visit that all external and internal stakeholders are satisfied with quality of the programme. Employers express an opinion that programme is necessary for Lithuania, graduates from the programme easily find jobs, they are competitive and stand out on the labour market. We are confident that ISM University has all prerequisites to develop the programme in future.

V. GENERAL ASSESSMENT

The study programme *Economics*, organized in Kaunas (state code – 612L10001) of ISM University of Management and Economics is given **positive** evaluation.

Study programme assessment in points by evaluation areas.

No.	Evaluation Area	Evaluation Area in Points*
1.	Programme aims and learning outcomes	3
2.	Curriculum design	3
3.	Teaching staff	4
4.	Facilities and learning resources	4
5.	Study process and students' performance assessment	4
6.	Programme management	4
	Total:	22

*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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Prof. dr. Mieczyslaw Socha

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Andrius Zalitis

**ISM VADYBOS IR EKONOMIKOS UNIVERSITETO PIRMOSIOS PAKOPOS
STUDIJŲ PROGRAMOS *EKONOMIKA*, VYKDOMOS KAUNE (VALSTYBINIS
KODAS – 612L10001) 2013-02-06 EKSPERTINIO VERTINIMO IŠVADŲ NR. SV4-43
IŠRAŠAS**

<...>

V. APIBENDRINAMASIS ĮVERTINIMAS

ISM vadybos ir ekonomikos universiteto studijų programa *Ekonomika*, vykdoma Kaune (valstybinis kodas – 612L10001) vertinama **teigiamai**.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	3
2.	Programos sandara	3
3.	Personalas	4
4.	Materialieji ištekliai	4
5.	Studijų eiga ir jos vertinimas	4
6.	Programos vadyba	4
	Iš viso:	22

* 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)

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IV. SANTRAUKA

1. Programos tikslai ir numatomi studijų rezultatai Programa atspindi pagrindinius universiteto strateginius tikslus ir atitinka visus teisės aktuose nustatytus reikalavimus pirmos pakopos studijoms. Jos tikslai, uždaviniai ir numatomi studijų rezultatai aiškiai apibrėžti ir viešai skelbiami. Programa atitinka darbo rinkos ir visuomenės poreikius. Absolventų paklausa didelė ir dėl gero Universiteto įvaizdžio. Programa užima konkrečią nišą aukštojo mokslo sistemoje. Siekiant patraukti daugiau studentų, galėtų būtų svarstomas studijų trukmės klausimas.

2. Programos sandara. Programos sandara atitinka visus teisės aktuose nustatytus reikalavimus. Mokymo programa parengta gerai, aiškiai suformuluoti programos tikslai ir numatyti tinkami studijų rezultatai. Kai kurie įvertintos programos aspektai specifiniai, turint omenyje plačius tarptautinius ryšius, galimybę studentams įgyti dvigubą laipsnį ir dėmesį finansams / matematikai. Reikėtų paminėti pakankamai subalansuotą teorinių ir praktinių gebėjimų tobulinimą ir intensyvių interaktyvių mokymo metodų naudojimą. Programos pobūdis yra tarptautinis. Daugelis dalykų dėstoma anglų kalba. Dalykų turinys atitinka studijų rūšį. Studijų dalykų aprašai labai kokybiški. Rekomenduojama daugiau dėmesio skirti studentų mokslinių darbų rašymo įgūdžių lavinimui.

3. Personalias. Akademinis personalas kvalifikuotas ir patyręs, yra pakankamai profesorių ir docentų. Yra gana nemažai kviestinių dėstytojų iš kitų pasaulio universitetų ir aukščiausios kvalifikacijos specialistų. Akademinis personalas atrodo jaunas ir entuziastingas. Tai patvirtino ir studentai, ir socialiniai partneriai. Universitetas suteikia savo darbuotojams galimybes tobulinti pedagoginius ir mokslinius įgūdžius. Pagirtinos darbuotojų mainų programos ir bendradarbiavimas su užsienio universitetais. Dėstytojai pažymėjo, kad administracija, taip pat ir priemonės, verčia juos dirbti geriau. Studentai labai reiklūs, o tai didina personalo motyvaciją gerai pasirengti. Tačiau palyginti nedaugelio dėstytojų pasiekimai, susiję su pagrindinėmis ekonominio lavinimo disciplinomis, yra dideli, taigi akademinis personalas turėtų stiprinti savo mokslo tiriamąją veiklą.

4. Materialieji ištekliai Materialiuosius išteklius ir infrastruktūrą, kurie reikalingi studijų procesui Kaune vykdyti, reikėtų vertinti labai gerai. Modernios ir gerai įrengtos patalpos, skirtos programai įgyvendinti, yra ir tinkamo dydžio, ir tinkamos kokybės. Taip pat pakanka erdvės studentų akademinei ir socialinei veiklai. Akademinis personalas ir studentai labai patenkinti mokymosi aplinka. Virtuali mokymosi aplinka „Moodle“ padeda diegti naujausius mokymo metodus. Bibliotekoje elektroninių duomenų bazių ir katalogų dėka plačiai prieinami įvairūs šaltiniai. Be to, studentams prieinami vadovėliai. Universitetas dar turi didžiulių ir konkrečių planų ateityje modernizuoti savo infrastuktūrą. Dėstytojai pabrėžė, kad patraukli aplinka ir puikios priemonės skatina juos dirbti.

5. Studijų eiga ir jos vertinimas. Universitetas įdiegė gerai organizuotą ir sėkmingai veikiančią studijų proceso valdymo sistemą. Priėmimo į universitetą procedūra teisinga ir aiški, reikalavimai pagrįsti. Ir administracinis, ir akademinis personalas sakė, kad stojančiųjų į ISM lygis yra geresnis už šalies vidurkį. Studijų metu studentams nuolat teikiama akademinė ir administracinė pagalba. Studentams labai patinka interaktyvus šios programos dėstymo stilius; tai skatina studijuoti. Studentų veiklos ir studijų rezultatų vertinimo sistema yra skaidri, pakankama ir viešai skelbiama. ISM tarptautinio bendradarbiavimo lygis pagirtinas, studentų judumas organizuojamas labai gerai ir sėkmingai. Išvykstančių studentų gana daug. Be to, studentai turi galimybę gauti dvigubą diplomą: ISM ir tarptautinių partnerių universitetų. Tačiau studentai nepakankamai aktyviai dalyvauja mokslinių tyrimų veikloje ir mokslinėse konferencijose. ISM studentai iš tikrųjų labai orientuoti į verslą, tačiau nelabai suinteresuoti analitinių ir mokslinių šgūdžių lavinimu.

6. Programos vadyba. Universitetas yra sukūręs išsamią programos vadybos ir kokybės užtikrinimo sistemą. Programos vadyba įgyvendinama atsižvelgiant į programos tikslus ir numatomus studijų rezultatus, tokius, kaip jie dabar apibrėžti. Atsižvelgiama į išorės ir vidaus socialinių dalininkų grįžtamąjį ryšį, kuris yra svarbus tobulinant ir plėtojant programą. Programa (taip pat ir trumpalaikėje perspektyvoje) stebima; stebėsenos rezultatais remiamasi atliekant pakeitimus. Dar neaiškus ilgalaikis kokybės valdymo sistemos tikslas.

Programa yra ilgalaikė, ji neabejotinai padeda tenkinti Lietuvos darbo rinkos poreikius. Ekspertų grupės išvada pagrįsta aukšta akademinio personalo kvalifikacija ir programos vadovų profesionalumu, gerai suplanuota programa ir kursų medžiaga, tarptautiniu programos pobūdžiu ir akademiniu judumu, labai gera studijų aplinka ir priemonėmis, tinkama programos vadyba ir kokybės užtikrinimo sistema. Iš susitikimų vizitų metu matyti, kad išorės ir vidaus socialiniai dalininkai yra patenkinti programos kokybe. Darbdavių nuomone, programa reikalinga Lietuvai, šios programos absolventai lengvai susiranda darbus ir įsitvirtina darbo rinkoje. Ekspertų grupė mato esant pakankamai įrodymų, kad yra visos prielaidos ISM universitetui ir toliau tobulinti šią programą.

III. REKOMENDACIJOS

3.1. Reikėtų rekomenduoti pagalvoti, ar nereikėtų programos sutrumpinti iki trijų su puse metų dėl sunkios ekonominės padėties, kai daugelis studentų už studijas moka nemažą mokestį.

3. Ekspertų grupė pataria prieš įtraukiant studentus į sąrašus atkreipti jų dėmesį į tai, kad pagal šią programą jie labiau bus parengti dirbti darbą finansų, o ne bendresnėse srityse.

4. Siekiant patobulinti studijų procesą, būtų naudinga padidinti pagrindinių su ekonomika susijusių dalykų dėstytojų skaičių.

5. Akademiniis personalas turėtų atlikti daugiau mokslinių tyrimų; studentus taip pat būtina įtraukti į mokslinius tyrimus, be to, jie turi dalyvauti mokslinėse konferencijose. Tai pasiekama, kadangi universitete studijų procesas kūrybiškas ir interaktyvus.

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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.

Vertėjos rekvizitai (vardas, pavardė,
parašas)

¹ Žin., 2002, Nr.37-1341