



**Assessment Report**  
  
**of the application by the**  
**Mykolas Romeris University, Vilnius,**  
**Faculty of Politics and Management, on accreditation request of the**  
**Master Study Program**  
**“Strategic Management of Organizations”**  
**(Master of Business and Management)**

<b>Table of contents</b>	<b>Page</b>
1. Introduction	3
2. General	5
3. Content issues	
3.1 Structure of the program and content requirements	6
3.2 Curriculum	9
3.3 Educational objectives	11
3.4 Labour market situation and employment opportunities	12
3.5 Access and admission requirements	12
3.6 Quality assurance	14
4. Personnel and technical equipment	
4.1 Teaching personnel	16
4.2 Equipment for teaching and research	17
5. Institutional environment and structural conditions	17
6. Expert report	20
7. Decision of the Accreditation Commission	40

This report is confidential. Disclosure to third parties without the consent of the applicant institution or the office of the AHPGS is not allowed.

## 1. Introduction

Study programs in Lithuania are required by order No. ISAK-1652 from the 24<sup>th</sup> of July 2010 to be accredited.

The decision regarding the accreditation of a study program is carried out by the Center for Quality Assessment in Higher Education, authorized by the Lithuanian Ministry of Education and Science for this purpose. The accreditation decision of a particular study program is based on results and evaluations established in an external assessment. In order for the external assessment to be implemented, a University may commission agencies listed in the European Quality Assurance Register (EQAR) (verification of the accreditation request). The AHPGS is listed in the EQAR since 2009.

In this context, Mykolas Romeris University, Vilnius, Lithuania, has contracted the AHPGS for the external assessment of 13 study programs: "Criminalistics Examinations" (Master), "Electronic Business Management" (Master), "Electronic Public Administration" (Master), "European Union Policy and Administration" (Master), "International Trade" (Master), "Law and State Border Guard" (Bachelor), "Law and State Border Guard" (Master), "Labour Law and Social Security Law" (Master), "New Technologies Law" (Master), "Public Administration" (Bachelor), "Public Administration" (Master), "Strategic Management of Organizations" (Master), "Strategic Management of Innovations" (Master).

The verification of the accreditation request focuses, on the one hand, on the assessment spheres laid out in the afore-mentioned order (No. ISAK-1652, paragraph 1); on the other hand, it takes into consideration the standards for international surveys of the AHPGS.

The external assessment procedure is carried out in four steps:

### I. The University's application

The AHPGS verifies the sufficiency of the documents submitted by the University, namely the application and its corresponding annexes. These are to fulfill the assessment spheres, as well as the AHPGS standards. As a result, the AHPGS produces a summary (see 2.-5.), which is to be approved by the University and subsequently made available for the expert group, together with all other documentation.

## II. Written review regarding the content of the programs

The main documents are reviewed by the expert group assigned by the accreditation commission of AHPGS. This is done in order to verify the compliance of the study program with the applicable accreditation criteria valid in Lithuania. Consequently, the experts comprise a short summary regarding the study programs.

## III. On-site visit (Peer-review)

The experts carry out the external on-site visit at the University. During this, discussions with members of the University take place, from University and department administration to degree program management, lecturers and students. This offers the expert group details about the degree program beyond the written documents. The task of the experts during the on-site visit is the verification and evaluation of the objectives of the program and its projected study results, its structure, staff, material resources, course of studies and methods of assessment (selection of students, assessment of achievements, students' support), as well as of the program management (program administration, external assurance of study quality).

Following the on-site visit, the expert group issues the expert report. This is based on the results of the visit, the written review of the study programs, and the documents submitted by the University. This is made available to the University, in order for it to issue a response opinion.

The expert report, as well as the University's response opinion – together with the submitted documents – is submitted to the accreditation commission of the AHPGS.

## IV. The AHPGS recommendation regarding accreditation

The accreditation commission of the AHPGS examines the documentation made available, namely the University's application, its annexes, the summary comprised by the AHPGS, the expert report, as well as the University's response opinion. These documents represent the basis of the commission's decision regarding the recommendation for accreditation of the study programs. Consequently, this decision – together with all other documentation – is forwarded to the Lithuanian Center for Quality Assessment in Higher Education in order for it to reach a decision regarding the accreditation of the study programs.

## 2. General

The application for accreditation (without the awarding of the official seal of the Accreditation Council of the Foundation for the Accreditation of Study Programs in Germany) of the above-mentioned study programs (hereinafter application) of the Mykolas Romeris University was submitted to the Accreditation Agency for Study Programs in Health and Social Science (AHPGS e.V.) in electronic format on the 02.07.2012. The contract between the Mykolas Romeris University and the AHPGS was signed on the 15.05.2012.

On the 08.11.2012 the AHPGS forwarded the open questions and explanatory notes (hereinafter OQ) pertaining to the application for accreditation for the study programs to the University. On the 26.11.2012 the University submitted the answers to the open questions and explanatory notes (hereinafter AOQ) to the AHPGS in electronic format.

The present summary comprised by the AHPGS for the study program "Strategic Management of Organizations" (Master of Business and Management) was approved by the University on the 17.12.2012.

The application documentation submitted by the Mykolas Romeris University follows the outline recommended by the AHPGS. Along with the application request towards accreditation of the Master's study program "Strategic Management of Organizations", the following additional documents are to be found in the application package (the documents submitted by the University are numbered in the following order for easier referencing):

Specific documents for the study program "Strategic Management of Organizations"

Annex	Description
1	Module descriptions
1a	Module overview
2	Study plan
3	Teaching matrix
4	CVs of the teaching personnel
5	Details on competencies developed within the program

Alongside the study-program-specific Annexes, the following documents pertain to all study program submitted for External Evaluation:

Annex	Description
A	Student guidance and assistance
B	Descriptions on the part-time and full-time study forms

C	Organizational structure of the Mykolas Romeris University
D	National Requirements for Bachelor study programs
E	Requirements for Master study programs
F	Standards and guidelines for quality assurance in the European Higher Education Area
G	Law on higher education and research of the Republic of Lithuania
H	University study regulations
I	Data bases and Library facilities
J	Fund of auditoriums
K	International memberships of the Mykolas Romeris University
L	Bilateral agreements of the Mykolas Romeris University
M	The 10 points grading system
N	Assessment of outcomes regulations

The on site-visit took place on 14.-15.01.2013. The present assessment report is based on the university's application, the additional comments and the result of the on-site assessment.

Following the recommendation of the experts and the Accreditation Commission, the AHPGS has reached a positive decision regarding the application towards accreditation of the Master study program "Strategic Management of Organisations" (Master of Business and Management) of the Mykolas Romeris University, Vilnius. Thus, the agency recommends the accreditation of the present study program without further requirements. This is valid six years, starting 13.03.2013.

### **3. Content issues**

#### **3.1. Structure of the program and content requirements**

According to the University the final goal of the Master's program "Strategic Management of Organizations" is to develop the specialists of management and business administration with knowledge and skills in business organizations, financial market institutions and public sector institutions to form strategic management systems.

The modules of the program "Strategic Management of Organizations" are taught in Lithuanian and finalize with awarding the final degree of "Master of Business and Management". The program amounts to a total of 90 ECTS-Credit points (European Credits Transfer System). One ECTS-Credit point equals 26.6 study hours (*see also Application, A1.6*). The program is available in both, the 'full-time' form and the 'part-time' form (*see also Application A1.5*). A total time of studies depends on the intensity selected by the student and is one and a half

year (3 semesters) in 'full-time' form and 2 years (4 semesters) in 'part-time' form. Each semester has an average of 20 weeks (*see also Application A1.7*), but the 'part-time' studies are organized in sessions. According to the University, arrangement of the time of studies and distribution among the classes in auditoriums and independent work is the main difference between 'full-time' studies and 'part-time' studies. Therefore the contact hours of the two forms of studies differ (*see also AQQ 4*). Students arrive for the study session of one month per semester. Annex 2 contains a detailed structure of the study program.

The organizational structure and the awarding of the workload of the study program can be summarized as following (*described in the Application under A1.5-A1.8*):

90 credits	Study length	Ø credits per year
Full-time	3 sem (1,5 y)	60
Part-time	4 sem (2 y)	45 *

\* *The workload in the 'part-time' form varies each semester. In the 1<sup>st</sup> semester the workload is 24 ECTS, in the 2<sup>nd</sup> 30 and in the 3<sup>rd</sup> and 4<sup>th</sup> semester the students have to pass 18 ECTS.*

	Estimated workload	Out of which contact hours	Prognosticated individual work
Full-time	2.400 hours	502 hours (20.9%)	1.898 hours (79.1%)
Part-time	2.400 hours	288 hours (12.0%)	2.112 hours (88.0%)

According to the University, the concept of the program and its study plan is developed in conformity with relevant national regulations (*see also Application A2.3*).

In the study program, there are 12 modules, plus Master's thesis, offered to the students, out of which 10 are obligatory (basic modules). The optional (elective) modules (there are 2 of them) have to be chosen by the student, one in the 1<sup>st</sup> semester (2<sup>nd</sup> in the 'part-time' form). In total, every student has to study 11 modules (plus Master's thesis, which is split in 2 parts in the 'full-time' form and 3 parts in the 'part-time' form) (*see also Application A1.11*). A total list of all modules is provided in Annex 1a.

Students start preparing their Master's thesis in the first semester by choosing the topic of the thesis. It is to be finally written and defended in order to complete the course of study in the 3<sup>rd</sup> semester (4<sup>th</sup> semester in the 'part-time' form).

For preparing and completing the Master's thesis, there are 30 ECTS credit points assigned. Overall, this 30 ECTS module spreads over semesters 2 to 3 (2 to 4 in the 'part-time' form).

The first students of the Master's study program were enrolled in the year 2008 and began their studies September 1<sup>st</sup>, 2008, autumn semester. At this time there were 24 students admitted in the 'full-time' form and 156 in the 'part-time' form. Currently a total of 199 students are studying "Strategic Management of Organizations".

The number of the study seats is set by the University Council with respect to the possibilities of ensuring the quality of studies and scientific activity and depends on the number of applicants. On 1<sup>st</sup> of September 2012 numbers of seats available are 40 (*see also Application A5.2*).

The annual fee for the study program is set by the University Council at 5.940,- Litas (approx. 1.720,- Euro) for the 'full-time' form and 4.455,- Litas (approx. 1.290,- Euro) for the 'part-time' form (*see also Application A1.10*).

Since 2005 the University has been employing the electronic learning environment ("Moodle" e-learning platform). The platform holds available information regarding the modules and courses of the study program for both students and teaching personnel. It can also be employed for maintaining contact between students and teachers (*see also Application, A1.17*).

Also there is no practical internship included in the study program, the University points out that students are directed towards developing a practically relevant approach to their subjects, as the majority of courses are read by practical experienced academics. Using the "Moodle" e-learning platform allows the teaching staff to provide the students with practical exercises and examples of existing problems in the everyday practice. Application, section A1.18 offers more details on the practical orientation within the Master's study program.

The international aspects of the study program are described in the Application under Section A1.14 and A1.15. Both the University and the Faculty hold international agreements (*see also Annex L*) with numerous institutions to enable students and teaching personnel participation in exchange programs, such as Erasmus. The intercultural aspect of the study program and the students' and staff mobility is described in detail in the Application under Section A1.15. The University does not only provide an exchange system for students, but also for the teaching personnel to afford an opportunity to give lectures in foreign universities and to offer lectures from foreign teachers in the Mykolas Romeris



University. Moreover, the University is member of various international organizations and networks and participates in various congresses and conferences, more details can be found in the Application A1.15.

### 3.2. Curriculum

The program is divided into 13 modules (11 compulsory, 2 electives). The modules offered in the study program are listed in what follows. These are further described in Annex 1.

Study plan for the 'full-time' form:

Semester	Title	ECTS-Credit	
1	Scientific Work and Master's Thesis	6	
	Enterprise Finances	6	
	Forecasting	6	
	Strategic Marketing Management	6	
	Strategic Planning	6	
2	Master's Thesis	6	
	Strategic Planning for Regional Development	6	
	Strategic Management of Business Organizations	6	
	Strategic Management of Public Institutions	6	
	<b>Alternatives (1 to choose):</b>		
	Innovation Strategies	6	
	Strategic Human Resource Management	6	
3	Master's Thesis	18	
	Strategy Implementation and Control	6	
	Strategic Project Management	6	
		<b>90</b>	

Study plan for the 'part-time' form:

Semester	Title	ECTS-Credit
1	Forecasting	6
	Strategic Marketing Management	6
	Enterprise Finances	6
	Scientific Work and Master's Thesis	6
2	Master's Thesis	6
	Strategic Management of Business Organizations	6
	Strategic Management of Public Institutions	6
	Strategic Planning	6
	<b>Alternatives (1 to choose):</b>	
Innovation Strategies	6	

	Strategic Human Resource Management	6
3	Master's Thesis	6
	Strategic Project Management	6
	Strategic Planning for Regional Development	6
4	Master's Thesis	12
	Strategy Implementation and Control	6
		<b>90</b>

The description of each module covers the following aspects: "Course extent", "Objectives and expected abilities", "Brief annotation", "Main topics", "Teaching and learning methods", "Assessment of knowledge and abilities", "Recommended literature" and information about the "Coordinating teacher" (*see also Annex 1*).

Examinations taking place within the Master's program are governed by the "Mykolas Romeris University Studies Procedures" (*see also Annex H*). Impartial assessment of students' knowledge and abilities is ensured by oral and written examinations. The assessment of students takes place not only from a quantitative point of view, but also from a qualitative one. Continuous, thematic control of knowledge assessment is carried out during seminars, colloquiums and practical work. The results of such controls are evaluated by university teachers through interim (cumulative) grades, which serve as basis for the final evaluation. Mastering the program is based on constant reflection, such as self-evaluation, etc. These procedures are summarized under Section A1.13 of the Application.

The evaluation system of each module is included in its description (*see also Annex 1*). This is introduced to students during their first lectures. According to the University, students may find all information on the evaluation methodology and its results on the homepage of the Department, the intranet network of the Faculty as well as on the Moodle environment.

The University employs a 10-point grading system, 1 being the lowest grade and 10 the highest. The minimum pass grade is 5 (*see also Annex M*). Should a student not be able to take an examination due to justifiable reasons, the Dean may decide upon rescheduling the examination. Timetables of examinations are prepared and announced no later than two weeks before the examination session. Part time students usually must complete a relevant written task before taking course examinations.

Students are permitted to take examinations in advance, i.e. prior to the fixed session, provided that they obtain authorization from the Dean. Examinations or pass/fail evaluations can be taken only once. Examinations or pass/fail evaluations taken in advance and failed are considered an academic debt<sup>1</sup>.

### 3.3. Educational objectives

According to the University the aim of the Master's program "Strategic Management of Organizations" is to prepare specialists and highly qualified experts, who are able to create, perfect and apply strategic management processes in business organizations and public sector institutions. The program is unique in Lithuania and combines theoretical courses of strategic analysis, strategy formulation and strategy implementation with possible specializations - practical issues of strategic management in business, public sector, functional activities and regional development.

The competencies to be developed within the Master's program are described in detail in the Application, section A2.2.

The University states that the aims and objectives of the program are derived from the needs of competitive business organizations and financial institutions, needs to improve the system of public administration and needs of competences of public servants in the administrative capacity building for strategic planning and implementation.

The University states that thinking for oneself, working independently and being able to do research is a quite important part of the studies. Therefore the students will have a course, which is part of the Master's thesis, where they gain knowledge and develop abilities, which provide the opportunity to receive competences of scientific research work: to analyze socially significant problems in a scientific way, to plan theoretical and applied research, select appropriate methods of investigation and data analysis and to systematize and generalize results obtained from the investigation (*see also Application A1.19*).

---

<sup>1</sup> If a student registered for a course at the beginning of the semester, does not pass (either by failing or not attending the examination test), it is considered that the student holds an academic debt. Students who hold a place financed from state budget and have no more than three academic debts, may redo the examination within the next semester. However, they need to repeat the failed module within the same semester, after paying the module credits and while continuing with the regular study program. If they do not express their choice of repeating the failed course within 15 days from the end of the term, they are expelled from the University as non-achievers. A student holding a state-financed place, may repeat a module once. When doing so, it is possible to take exams twice. Students paying tuition fees and holding such debts, may choose individually when to eliminate these: they may indicate in their plans the terms of accounting. After failing an exam, a student may take it again free of charge once. For any other retakes, the student needs has to pay the fee set by the University.

### **3.4. Labour market situation and employment opportunities**

According to the University the program “Strategic Management of Organizations” is designed to meet the needs of the labour market and high demand for skilled professionals in the management of business organizations, the public sector and financial institutions. These professionals are needed for both large and small business companies, firms, financial institutions (commercial banks, leasing and insurance companies, etc.) and at all levels of public authorities.

The University states business organizations require strategic business management services to address a variety of needs including for complete review of high-level strategy, fine-tuning of existing strategy and for appraisal of specific aspects of strategy implementation in particular business areas. Therefore the need of specialists in the private sector at various levels of managers and professionals with knowledge and skills of strategic management is estimated more than 10000 persons.

According to the University the demand for knowledgeable specialists is sufficiently high and has a tendency to grow due to internal and external factors, EU integration, etc. Due to these facts, the University may predict that the demand for the graduates of the program in the labour market will increase in the future (*see Application A3.2*).

### **3.5. Access and admission requirements**

According to the University, the admission requirements to the study program are comprised in accordance with corresponding legal regulations (*see also Annex E*). All applicants are expected to have a Bachelor’s Degree and meet the general criteria for University admission. Students that haven’t taken “Management” and “Theory of Economics” subjects during their first-cycle degree, have to select these subjects and pass them in the first semester. AOQ 1 and 2 provide more information concerning the additional subjects.

Applicants are selected considering the highest competitive score indicated during their Bachelor studies (*see also Application A4.3*). Further details on the admission requirements are offered in Application, under Section A4.

There is no entry examination or other specific requirements needed to enter the Master’s studies.

### 3.6. Quality assurance

The University indicates that quality assurance in study programs is regulated by various legal acts. The University implements these specifications at all levels (University, faculties and study programs).

It should be noted that the University sets great emphasis on the quality assurance of study programs. This is done in order to respond positively to the provisions and guidelines for internal quality assurance of European higher education. The policy grounds itself on principles of consensus in the academic community, taking action at two levels: at the level of quality culture (the entire academic community participates in monitoring the assessment and assurance processes); and at a subsidiary level (responsibility for the quality of studies is evenly distributed among the members of the academic community; subsequently each member is responsible for fulfilling these duties in accordance to his position, competence, and authority). Following these principles, the division of responsibility for the quality of studies is decided upon by means of agreement and is implemented at all levels, from students to Senate and Rectorate.

The quality assurance guidelines of the University are comprised according to the "European standards and guidelines for internal quality assurance within higher education institutions" (Standards and Guidelines for Quality Assurance in the European Higher Education Area, Part 1, ENQA, 2009) in the matter (*cf. Annex F*). These are divided into seven main areas and include, among other things, a separate section on the quality of study assessment. The study programs quality assurance is designed on the basis of the general "Guidelines for Quality Assurance of University studies". The University has been implementing an evaluation procedure for academic teaching personnel. This has enabled an objective assessment in the following areas of activity: academic – methodological work, scientific publications, other scientific research (excluding publications), organizational work, participation in project management and public activity. A new personnel salary payment system is approved by the Council to ensure a higher quality of studies and improve academic achievements by variable wage payment, which is directly linked to the above mentioned personnel evaluation. It is awarded to lecturers and researchers for achieved results like creating and implementing new study programs in English and research publications. The content of the program is annually evaluated and updated, while study plans and structures are continually revised. The study process itself experiences constant improvement by employing innovative teaching techniques, and the latest technologies. A distinctive focus is set on

the development and update of program resources.

The quality of studies is assessed by students and the Faculty members alike in the following manner:

- The teaching personnel carries out semestrial surveys amongst students regarding the quality of the study module;
- Aspects pertaining to the quality of teaching, or complaints from the part of students, etc. are discussed in Council meetings;
- Anonymous electronic surveys are carried out amongst students in order to evaluate the quality of the teaching modules.
- Sometimes students' organization is doing their own evaluation by questionnaires.

As result of the assessment, the faculties continuously revise proposals regarding the improvement of teaching methods. More than that, students are actively involved in the process of quality assurance by assessing the instruction quality, which is ensured by the fact that students have their representatives in the Council and the Senate of the University.

In evaluating the study programs and their direct application in the professional field, a significant contribution is brought by the teaching personnel, who has already acquired field experience and is thus directly involved in the development of the relevant professional experience. The University maintains close contact with its graduates by regularly carrying out surveys and also co-operates with governmental institutions to evaluate the placement rate of the graduates. This offers an insight into the graduates' experiences in the search for employment, and later, in their professional career.

Concerning the general study development, students are consulted by program supervisors. The latter also organizes the procedures for the recognition of non-formal and informal learning. Student assistance concerning various aspects is provided by:

- The academic assistants of the faculties,
- the Career Center personnel responsible for introducing professional career opportunities,
- full-time students are provided with individual consultations,
- students can contact professors using different information technologies in order to receive advice on key issues regarding the studies,

- the "Moodle"-system has been implemented, to provide an easy access to study materials,
- individual study plans are available for working students, allowing them to manage both work and studies,
- students' social needs are the concern of the Deans of the faculties, the divisions of Welfare and Facilities under the Directorate for Economics, and Commission for Social Affairs of the University. According to the University, increased attention is paid to disabled students, and orphans, and the social problems they encounter.

Students can receive state-funded loans to finance the expenses of their study by the "Lithuanian State Science and Studies Foundation" and the University can support students from socially deprived families by the "Student Support Fund". The continual training of the academic personnel is ensured by means of courses, teaching internships at foreign universities or conference participation. Internal trainings take place several times a year, either under the supervision of the Faculty or that of the departments. Departments organize seminars for academic staff. The courses offer the chance to exchange study case experiences, and improve/analyze teaching methods, such as supervision, reflection, and project work. Part of the process of assessing the impact of an internship underwent by a professor consists in the presentation of its results to fellow colleagues and the analysis of a different teaching system.

Information regarding the program, modules, exams, etc. is available on the Internet pages of the University and the Faculties.

According to the University, faculties are responsible for the quality assurance of teaching in a foreign language. The quality assurance is evaluated in the same procedure as teaching in Lithuanian. In June of 2012 the Department of Foreign Languages with British Council organized tests in order to assess ability to communicate in English across all four language skills: listening, reading, writing and speaking of all Mykolas Romeris University teachers and administrative staff, who were willing. It is currently being a formalized procedure for teachers to test their ability to teach in a foreign language. From the 1st of September the tests will be obligatory for all teachers.

In the implementation of the study programs, the University follows Article 6 of the Law amending Equal Opportunities for Men and Women of the Republic of Lithuania (June 17, 2008; No. X-1602), and the Constitution of the Republic of Lithuania. The principle of gender equality is guaranteed by equal opportunities in all of the following situations: admission to the program; granting of scholarships

or loans; design and approval of educational programs; evaluation of students' academic achievements.

The Application offers details about the assistance offered to disabled students. This also includes support in specific matters which may arise during their study due to their disability (e.g. examinations).

#### **4. Personnel and spatial equipment**

##### **4.1. Teaching Personnel**

Annex 3 provides an overview of the teaching personnel involved in the Master's program "Strategic Management of Organizations" – a total of 13. Out of these, 3 (23.1%) hold a professor title, 7 (53.8%) are associate professor, 1 (7.7%) hold a doctoral title and 2 (15.4%) are lecturers. For all of the teachers, the University is their main workplace (*see also Application, B1.2*).

According to the Department of Strategic Management, it pays special attention to select competent teachers. Teachers are hired to teach only if they have at least 10 years' experience in professional activity in teaching the applied subject. Annex 4 provides short resumes of the teaching personnel. In addition the Faculty employs a study administrator, who administrates and coordinates full-time and part-time studies of the program and the association of students appoints mentors in order to help the students to cope with the study process.

According to the University, the number and ratio of the teaching and academic staff is legally regulated. Minimum qualifications for awarding the teaching positions are also stated in official decisions.

The Faculty organizes frequent internal trainings for the teaching personnel, but the teachers also take part in external trainings (e.g. international conferences, methodology seminars, etc.; *see also Application, B1.5*)

A full-time instructor is assigned a 5-year position to a primary post by means of public competition. The competition is announced by the Rector of the University. The teaching personnel is certified by orders outlined in laws and legal acts, as well as by procedures laid down by the Senate. Starting 2010, candidates for a teaching position are evaluated by the Lecturers and Academic Employees Admission for Primary Posts Commission, a commission appointed by the order of the Senate. Not less than one third of the Admission Commission members consist of non-university employees. Upon opening a competition for



the position of head academic or professor, there has to be at least one international, independent, member within the afore-mentioned commission. This demand meets the objectivity criteria, as well as the prerequisites for choosing the most qualified applicant (*see also Application, B1.1*).

#### **4.2. Equipment for Teaching and Research**

Section B3.1 of the Application offers detailed information about the premises and the technical equipment the University possesses. Under Annex J the corresponding list can be found (*see also Application, B3.1*).

According to the University, its library is amongst most modern of the Lithuanian higher education institutions (*see also Application, B3.2*). The Application offers information on the resources present in the library (234.500 publications). Databases and other information about library are presented in Annex I. Section B3.2 of the application offers organizational details, such as opening hours.

Section B3.3 of the Application offers information about the University's computer and electronic resources. Currently, the University holds about 1.300 stationary and mobile computer stations, and over 200 printers and scanners available for use for students and employees. All computers are equipped with the latest software needed to provide a high standard working place for the students and all of the stationary computers are connected to the Internet network, whereas laptop computers can connect to the wireless network in nearly every of the premises of the University.

### **5. Institutional environment and structural conditions**

Mykolas Romeris University is a public institution of the Republic of Lithuania. The University was registered on December, 1997; its founder is the Seimas of the Republic of Lithuania (*the Parliament of the Republic of Lithuania*). Its autonomy and activity are based on the Constitution of the Republic of Lithuania, the Law on Education and Science of the Republic of Lithuania, and the University Statute. Since its registration, the University has improved both qualitatively and quantitatively. It currently has enrolled approximately 22.000 students, about 160 out of whom in doctoral programs in law, psychology, management and administration, economics, educology. Annex C offers specific information regarding the University structure: to put it briefly, the University

holds 6 faculties, 38 departments and a renowned Institute of Humanitarian Sciences.

Among its establishments, the University includes: a Centre for Academic Affairs, responsible for supervising, drafting and implementing study programs, study quality assurance, distance and international studies and student admission; a Centre for Science, Communication and Marketing (responsible with supervising the marketing and international relations activity), and an Office of Economy.

The University has under its supervision faculties of Economical and Financial Management, Politics and Management, Social Policy, Social Informatics, Law and Public Security. These train graduates in the Bachelor's, Master's and doctoral studies in conformity to the provisions of the Bologna process. Modern, interactive study forms are constantly introduced.

Except of the Faculty of Public Security, all Faculties are in Vilnius, whereas the Faculty of Public Security is in Kaunas, about 100 km away from Vilnius.

The University holds 32 members responsible for its management, gathered under the following bodies: the Council of the University (4 members), the Senate of the University (27 Senate members have been elected for the term of 5 years in 2009) and the University Rector.

The University developed programs in the fields of economics, law, management and business administration, finance, psychology, informatics, political sciences, public administration, social work, sociology and educology. Currently the University offers 19 undergraduate (Bachelor) study programs, 66 Master's study programs and specializations, 2 joint Master's study programs; there are plans to start realization of 5 new undergraduate (Bachelor) study programs and 11 Master's study programs.

Bachelor's study programs offered at the University are in the following specializations: law, law and management, economics of finance, development and management of business systems, business informatics, law and customs activity, law and penitential activity, law and police activity, social work, psychology, public administration, law and state border protection, public policy and management, management of organizations, pedagogy of carrier education.

Master's study programs offered at the University are in the following specializations: law, bio-law, law on labour and social procurement, European Union law, European Union policy and administration, finance management,

science management, law on new technologies, administration of self-government institutions, social work, public administration, economics of business ownership financial markets, international trade, business law, public policy, economics of public sector, international protection of human rights, psychology of law, protection of children rights, law education, educology of entrepreneurship, business psychology, forensic psychology, mediation, European Union neighborhood, health policy and management, public administration, performance audit, projects and programs management, strategic management of innovations, strategic management of organizations, leadership and change management, environmental policy and management, policy and management of sustainable development.

Specific information concerning the Faculty and the study program to be accredited can be found in the Application under C2.1.

## **6. Expert report**

### **I. Preliminary remarks:**

The evaluation of the following study programs at the Mykolas Romeris University subject to accreditation was carried out according to a structured procedure:

Faculty of Politics and Management:

- a) „European Union Policy and Administration“ (Master of Political Sciences);
- b) “Public Administration” (Bachelor of Public Administration);
- c) “Public Administration” (Master of Public Administration);
- d) “Strategic Management of Organisations” (Master of Business and Management);
- e) “Strategic Management of Innovations” (Master of Business and Management).

Faculty of Social Informatics:

- f) “Electronic Business Management” (Master of Management and Business Administration);
- g) “Electronic Public Administration” (Master of Public Administration);
- h) “New Technologies Law” (Master of Law).

Faculty of Public Security:

- i) “Criminalistics Examinations” (Master of Law);
- j) “Law and State Border Guard” (Bachelor of Law);
- k) “Law and State Border Guard” (Master of Law).

Faculty of Economics and Finance Management:

- l) “International Trade” (Master of Business),

Faculty of Law:

- m) “Labour and Social Security Law”(Master of Law).

During the first step, the documents submitted by the University underwent a written evaluation by the expert group with regard to the specified criteria as well as disciplinary and substantive aspects.

During the second step an on–site visit at the Mykolas Romeris University was carried out. The results of the written evaluation served as a basis for the on–site visit by the expert group at the Mykolas Romeris University.

The following experts were appointed by the accreditation commission of AHPGS for the evaluation of the study programs:

As representatives of the higher education institutions:

Prof. Dr. Uwe Blaurock, Albert-Ludwigs University of Freiburg.

Prof. Dr. Thomas Breyer-Mayländer, Offenburg University of Applied Sciences, Offenburg.

Univ.-Prof. Dr. Martin Dietrich, Saarland University, Saarbrücken.

Prof. Dr. Bert Eichhorn, SRH University of Applied Sciences, Berlin.

Prof. Dr. Ursula Fasselt, Frankfurt University of Applied Sciences, Frankfurt.

Prof. Dr. Ronald Glasberg, SRH University of Applied Sciences, Berlin.

Prof. Dr. Marion Halfmann, Rhine-Waal University of Applied Sciences, Kleve.

Prof. Dr. Axel Olaf Kern, Hochschule Ravensburg–Weingarten – University of Applied Sciences.

Prof. Dr. Karl Joseph Koch, University of Siegen.

Prof. Dr. Jens Löcher, University of Applied Sciences, Wiesbaden.

Prof. Dr. Gerd Morgenthaler, University of Siegen.

Prof. Dr. Peter Schäfer, Niederrhein University of Applied Sciences, Mönchengladbach.

Prof. Dr. Gerhard Vigener, SRH University of Applied Sciences, Heidelberg.

As student representative:

Max Dilger, Albert-Ludwigs University, Freiburg.

As national representative:

Assoc. Prof. Dr. Jurgita Pauzaite-Kulvinskiene, Vilnius University Law Faculty.

According to the applicable guidelines for international accreditation – in particular the Standards and Guidelines for Quality Assurance in the European Higher Education Areas (ESG) of the European Association for Quality Assurance in Higher Education (ENQA) and the „Rules of the Accreditation Council for the Accreditation of Study Programs and for System Accreditation” (Decision of the Accreditation Council of 8 December 12, 2009 in the version of 10 December 2010; Drs. AR 85/2010) – the responsibility of the experts during the accreditation process consists in the evaluation of the study program concept and the plausibility of its intended realisation at the higher education institution.

Taking into consideration the „Order of the Minister of Education and Science of the Republic of Lithuania on the Approval of Description of External Assessment and Accreditation of Study Programs” (July 24, 2010, No. ISAK–1652), this pertains, in particular, to „program aims and learning outcomes”, „curriculum design”, „staff”, „facilities and learning resources”, „study process and student assessment”, and „program management”.

## **II. The study programs to be accredited:**

The study program „Strategic Management of Organizations” is a Master program which awards a total of 90 ECTS credits according to the European Credit Transfer System. One ECTS credit point corresponds to an average workload of 26.6 hours. The study program is designed as a full–time program with an intended duration of three semesters (1.5 years) and as a part–time program with an intended duration of four semesters (2 years). The total workload amounts to 2.400 hours. For the full–time form, this is divided into 502 contact hours and 1.898 hours of independent study. For the part–time form, the workload is divided into 240 contact hours and 2.160 hours of independent study. Studies complete with the higher education degree „Master of Business and Management”. The final goal of the program is to train specialists of management and business administration with knowledge and skills in business organizations, financial market institutions and public sector institutions to form strategic management systems. The study program is divided into 13 modules taught in Lithuanian. The preparation and presentation of the Master thesis covers 30 ECTS credit points. Students were first admitted to the

program in 2008. Admission requirements for the program specify a Bachelor degree. The following subjects have to be completed within the Bachelor's studies or have to be studied as additional subjects during the first year of Master's studies: "Management" and "Theory of Economics". The annual fee is currently set at 6.240,- Litas (approx. 1.810,- Euro) for the full-time form and 4.680,- Litas (approx. 1.355,- Euro) for the part-time form. Graduates may work in business companies, firms, financial institutions (commercial banks, leasing and insurance companies, etc.) and at all levels of public authorities.

### **III. Expert Report**

On 22<sup>nd</sup> October 2012 the relevant documents were made available to the group of experts for written evaluation with regard to the specified criteria as well as the disciplinary and substantive aspects. The results of the written evaluation were sent back to the AHPGS by 05<sup>th</sup> November 2012. The results of the written evaluation served as a basis for the open questions forwarded to the University by 08<sup>th</sup> November 2012.

After the University had submitted the responses to the open questions by 26<sup>th</sup> November 2012, the AHPGS processed these and the application documents, as well as a summary of the application for each study program. These documents were forwarded to the members of the on-site expert group as basis for the upcoming on-site visit.

The on-site visit was carried out between 13<sup>th</sup> January and 15<sup>th</sup> January 2013 according to the specified schedule. The expert group was accompanied by representatives from the head office of the AHPGS.

The expert group met for preliminary talks in advance to the on-site visit. They discussed the submitted application documents and the results of the written evaluation as well as the resulting questions and problems. Furthermore, they planned the on-site visit at the higher education institution.

The experts conducted talks with university management, representatives of the faculties, program directors and teachers as well as with a group of students. The facilities including the library were evaluated.

The expert report is structured according to the assessment spheres provided in the document „Order of the Minister of Education and Science of the Republic of Lithuania on the Approval of Description of External Assessment and

Accreditation of Study Programs” (Order No ISAK–1652). The criteria will be discussed in a comprehensive manner in the following.

#### **(0) Introduction and comprehensive remarks**

Mykolas Romeris University is a public university of the Republic of Lithuania that was founded in 1997. The university is divided into six faculties: "Faculty of Economics and Finance Management", "Faculty of Law", "Faculty of Politics and Management", "Faculty of Public Security", "Faculty of Social Informatics" and "Faculty of Social Policy". The university also houses the "Institute of Humanities". The faculties and the "Institute of Humanities" are divided into a total of 39 departments. The study programs available for assessment are offered in the "Faculty of Politics and Management" ("European Union Policy and Administration" study programs; "Public Administration" Bachelor's/Master's degree study programs; "Strategic Management of Organisations"; "Strategic Management of Innovations"), "Faculty of Social Informatics" ("Electronic Business Management"; "Electronic Public Administration"; "New Technologies Law"), "Faculty of Public Security" ("Criminalistics Examinations"; "Law and State Border Guard"), "Faculty of Economics and Finance Management" ("International Trade"), "Faculty of Law" ("Labour and Social Security Law").

The programs offered by the university span the areas of law, economics, management and business administration, psychology, informatics, political sciences, public administration, social work, sociology and educology. Students can select from over 10 Bachelor's degree study programs and 60 Master's degree study programs.

The following strategic objectives were specified by Mykolas Romeris University for the future development of the school (cf.: The 2010-2020 Strategic Activities Plan of Mykolas Romeris University):

- creation and implementation of international joint study programs,
- creation and implementation of new national study programs in response to the market needs,
- development of distance learning and continuing education study programs,
- promotion of scientific research activities.

The strategic objectives were discussed in the meetings with the university administration as well as with the faculty administrations taking into consideration the study programs available for assessment. One thing that



became clear was the great significance of the international orientation of the university. The various challenges such as the problem of falling enrolment figures related to the demographic change also became clear. The strict requirements from an international viewpoint placed by the Lithuanian Ministry upon the structure of the study programs are the subject of the meetings (cf. e.g. "Description of general requirements for the Master's study programs", Approved by Order No V-826 adopted by the Minister of the Republic of Lithuania on 3 June 2010<sup>2</sup>).

One of the strengths of the university from the viewpoint of the assessment team is clearly found in its strength of innovation that is shown in the development of new study programs that are relevant to the labour market. Some of the study programs available for assessment are specifically designed with an orientation toward specific vocational fields (e.g. the "Law and State Border Guard" or "New Technologies Law" Master's degree study programs).

The viewpoint of the assessment team is that this orientation of the study programs primarily toward the labour market involves the risk that the graduates might only find a few alternative employment options if there are changes to the requirements for the intended vocational field or if there is a decrease of the relevance to the labour market in individual areas. The field of "New Technologies" and its associated legal issues are changing dynamically, for instance. From the viewpoint of the assessment team, potential employers should then be able to draw upon the interdisciplinary and basic skills of expertise of the applicants, e.g. in the form of more generic and methodical capabilities.

The assessment group also sees another challenge in some of the existing study programs in the fact that it is very difficult to achieve a cohort size that is economically appropriate for the university. A total of nine students are enrolled in the "Criminalistic Examinations" Master's degree study program, for example, even though the university administration requires a minimum enrolment of 15 students per study program. In view of the fact that the number of students is expected to fall, this issue can become an even more serious problem.

Within this context there is also the question of the extent to which the specialised Master's degree study programs impart a scientific qualification appropriate for the "Master's level". From the viewpoint of the assessment team, the study programs are designed so that the study programs correspond

---

<sup>2</sup> E.g. the requirement that at least 30 ECTS credits are to be awarded for the completion of the final thesis

to the requirements in professional practice in the sense of "professional Master's degree study programs" in an extraordinarily decided way while the communication of generalist scientific skills is given a lower priority within the study programs.

In conclusion there is the problem that a consistently recognisable profile is very difficult to discern when viewing the study programs of a faculty and across the entire university. For instance the assessment group asked how the two study programs "Strategic Management of Innovations" and "Strategic Management of Organisations" are so different that they justify two separate study programs.

The question of why the "New Technologies Law" Master's degree study program is not part of the Faculty of Law was discussed, for instance.

As a recommendation for the development of the study programs and for the entire university against the backdrop of the described national and international requirements, the assessors see a large amount of potential primarily in paying more attention to the development of generalist faculty-specific Master's degree study programs in addition to the sometimes very specific study programs being offered.

The subject-specific curriculum profile of the respective faculty or departments is to become more clearly visible in these Master's degree study programs with a generalist orientation. In doing so, the issue should be discussed of which excellent subject-specific skills the students will demonstrate after graduating. Furthermore the focus of Master's degree study programs with a generalist orientation should be more intensively placed upon the acquisition of scientific skills. There is also the option to develop doctoral programs out of these study programs to create faculty-specific "Graduate Schools" or something similar. Another advantage of such study programs would be the fact that even in the case of the removal of specialised Master's degree study programs, e.g. due to changes in the envisioned vocational fields or even due to falling enrolment rates, there would still be options for being able to offer the corresponding curriculum, e.g. via specialisations within the study programs. From the viewpoint of the assessment team, this would enable the sustainable development of the faculties independently of the labour market and the falling enrolment figures.

Within this context the assessment team also posed the question of whether the legally stipulated awarding of 30 ECTS credits is thoroughly justified for the Master's thesis in the study programs with more of an orientation toward

application. With a study program comprised of a total of 90 ECTS points, a third of the entire scope of the program would thereby be spent on the creation of the thesis. It should be considered whether a reduction of the scope of the Master's thesis in exchange for other curricula might be more helpful in achieving the objectives. With regard to the recommendation for the development of generalist study programs, the scope of 30 ECTS points is considered to be reasonable in order to enable students to create and carry out an extensive independent work of research.

In conclusion to these recommendations, the internal cooperation between the instructors within the faculties that has been less marked so far could be improved, as all of the instructors should be involved in the development of these study programs. With regard to the accreditation of the existing study programs, the "Public Administration" study program model can be mentioned as an example. There the basic knowledge that is required for working in the field of public administration is imparted in an undergraduate Bachelor's degree study program. The acquired skills can be developed more deeply and broadly in the "Public Administration" Master's degree study program. The development of a doctoral program for the field of public administration in which highly qualified and committed students are offered a scientifically qualified doctoral education is also conceivable.

From the viewpoint of the assessment team the objective of the international orientation of the university is sensible and particularly reasonable against the backdrop of the falling enrolment figures. Nevertheless there are also some unresolved aspects with regard to the study programs available for assessment. So far it has not been structurally stipulated at Mykolas Romeris University that at least the Master's degree study programs include obligatory portions taught in English (entire semesters or modules), for instance. The problem is evident when considering a study program such as "International Trade" that is offered exclusively in Lithuanian. But even with regard to study programs such as "Law and State Border Guard" English skills would be sensible, if not actually necessary. Offering modules taught in English could also strengthen exchange programs with other universities, for instance.

Within this context the assessors view the offering of "joint study programs" to be a sensible development and supplement to the current portfolio of the university. Nevertheless it is to be taken into consideration for these procedures that the administrative effort required for these study programs can be severely high. This should be taken into consideration in the workload planning of the university administration.

The administrative effort that was mentioned also gains significance within the framework of the quality management of the university. So far the instructors have been legally required to spend a portion of their working hours on administrative and organisational tasks as well, for instance. With regard to the tasks for self-administration at the university, the assessment team considers this to be sensible and reasonable. With regard to the quality management of the entire university, the assessors recommend expanding the profile and the responsibility of the interdisciplinary "Centre for Academic Affairs" that is more intensively devoted to the subject of the quality development of the study programs as well as of the university overall. The increased support of the instructors in the accreditation of the study programs is also conceivable, for instance. This recommendation is based on the fact that the focus of accreditation procedures of multiple study programs is always on the aforementioned aspects spanning multiple study programs.

Some of the specified potentials for development were already addressed in other accreditation procedures carried out at Mykolas Romeris University. It is to be noted that, on the one hand, accreditation involves checking compliance with certain specified criteria. In this regard the assessors come to the conclusion that the existing study programs essentially fulfil the specified criteria. On the other hand the recommendations for the quality development and improvement of the study programs offered by Mykolas Romeris University are considered by the assessment team to be an important objective of an accreditation procedure. The focus of this is on the support of the instructors, the faculty administrations and the university administration. The assessment team is thoroughly aware of the fact that the university sees itself facing various internal challenges as well as externally stipulated framework conditions (e.g. requirements of the Lithuanian Ministry) that will take time to overcome. Nevertheless the potentials seen by the assessors are to be understood as indicators to support an important university in its development as well as possible.

The criteria for the accreditation of study programs in Lithuania as per the "Order of the Minister of Education and Science of the Republic of Lithuania on the Approval of Description of External Assessment and Accreditation of Study Programs" (July 24, 2010, No. ISAK-1652) will be discussed below.

### **(1) Program aims and learning outcomes**

The Master's degree study program "Strategic Management of Organisations" (Master of Business and Management) is intended to educate specialists in the

strategic management of businesses. The students learn the practical aspects of business administration and the public sector as well as the functional activities and regional development strategies. They also gain skills for handling strategic issues of corporate cooperation and public sector institutions as well as the application of strategic management tools. The students learn to evaluate global developments as well as their effects for strategic management. The assessors essentially consider the study program to be expedient for reaching the set objectives overall. In addition to the appropriate module structure, it also has relevance to the labour market.

There is potential for development in increasing the appeal of the study program and thereby the demand for maintaining it in order to ensure the continued existence of the study program in the future (cf. the remarks regarding the generalist Master's degree study programs). The curriculum should refer back to an appropriate level of the module descriptions. The module descriptions for "strategic marketing management" and "strategic planning" are both kept very basic, for instance. The assessors see an urgent need to edit these descriptions so that the study program emphasises the international objectives that are also emphasised by the instructors in the meeting. On the other hand the study program is taught entirely in Lithuanian. At least modules taught in English should be introduced as requirements in order to adequately prepare the students for their future fields of employment.

## **(2) Curriculum design**

All of the study programs are designed so that they fulfil the full extent of the requirements specified by the Lithuanian Ministry.

One ECTS credit covers a workload of 26.6 hours for the students. The two Bachelor's degree study programs "Law and State Border Guard" and "Public Administration" cover 210 ECTS credits (a workload of 5,600 hours). The Master's degree study programs cover 90 ECTS credits (a workload of 2,400 hours).

The Bachelor's degree study programs are offered full-time (seven semesters) as well as part-time (10 semesters). The Master's degree study programs "Law and State Border Guard" and "Criminalistics Examinations" are offered exclusively part-time (four-semester standard period of study). The other Master's degree study programs are offered full-time (three-semester standard period of study) as well as part-time (four-semester standard period of study). The assessment team evaluates the fundamental structure of the study programs to be reasonable. Even with regard to the pressures of the examinations it is considered to be

feasible to accomplish the tasks required in the study program.

One module normally has a scope of six ECTS credits and is completed within one semester. This corresponds to the Lithuanian as well as the European requirements regarding modularisation. The Bachelor's thesis covers 12 ECTS credits and the Master's thesis covers 30 ECTS credits. In the Master's degree study programs the thesis is completed in parallel to the studies starting from the first semester. One advantage of this structure from the viewpoint of the assessment team is the fact that it allows students to address research issues in a more in-depth way from the very beginning of their studies. On the other hand, as discussed in the introduction, the assessors recognise the risk that the broad scope of the Master's thesis in the more application-oriented Master's degree study programs lacks room for imparting subject-specific curricula. Referring back to the recommendation made in the introduction, when implementing the generalist Master's degree study program the university should retain this high number of credits for the thesis and clearly declare it as research work. For the accreditation of these study programs meetings with the Lithuanian Ministry should perhaps be pursued regarding a more flexible regulation of the scope of the Master's thesis and thereby a possible reduction of its scope in exchange for more curriculum contents should be considered (see (1) Program aims).

The development of modules that are offered across multiple different study programs is encouraged, insofar as their curriculum contents are appropriate. There are curriculum contents in the Master's degree study programs "Strategic Management of Innovations" and "Strategic Management of Organisations" that should be offered for both study programs together. There are also issues in the Master's degree study programs "New Technologies Law " and "Electronic Public Administration" that can be resolved by both study programs together. In addition to the intensified interdisciplinary cooperation of the instructors across multiple study programs and faculties, it should not be disregarded that resources can also be spared through that.

As explained above, compulsory modules taught in English should be added to the study programs. It would be possible to offer entire individual semesters in English or to design individual compulsory modules in English. This will contribute to the international orientation and profile of the university on the one hand while significantly simplifying foreign exchange opportunities for the students as well as for the instructors. The future employers of the students will also be ensured of the language skills that the graduates possess. This suggestion is also underscored by the suggestion from the students who would also like more courses offered in English. The assessors see an urgent need for action to be taken in the two Master's degree study programs "International Trade" and

"Strategic Management of Innovations". As the set objectives of two study programs are explicitly internationally oriented according to those responsible for the programs, both study programs are to be redesigned so that courses taught in English can at least be added promptly. In doing so the university should also consider the issue of the appropriate language skills of the students. Within this context it would be possible to offer introductory courses to be attended by the faculties that would at least impart or strengthen basic language skills.

All in all the assessors conclude that the requirements of the criterion related to these 13 study programs for accreditation have essentially been fulfilled.

### **(3) Staff**

The high level of commitment of those involved in the development and execution of the study programs should first be noted. It is clear that there is a high amount of corporate identity with regard to Mykolas Romeris University. From the university administration to the faculty administrations to the instructors it is clear that the positive and sustainable development of the university as well as the study programs is an important objective of those involved.

On the one hand the quantitative expansion and qualitative development of the staff is a wish expressed again and again by the instructors and students. The assessment team sees the framework conditions under which the university much act for this. These include enrolment figures that are stagnating and sometimes falling in particular. The assessment team therefore wishes to emphasise the previously suggested recommendation all the more emphatically: The assessment team advises the university to offer more modules across entire faculties or even the entire university and to designate them as the "profile" or "focal points" of the faculties. This can clarify the special profile of Mykolas Romeris University to the interested public (e.g. employers or prospective students). On the other hand the consideration should be given to offering Master's degree study programs with a generalist orientation that will act as "lighthouses" still showing the profile of the faculties or university overall even with falling enrolment figures.

Another recommendation from the assessors is to establish more (possibly compulsory) options for the continuing education of the instructors. In particular, this would make it possible to prepare new instructors for the curricula as well as the didactic requirements of higher education.

One difficulty related to the resources of the university results from the fact that the university is in part financed by the tuition fees of the students. High enrolment is therefore significantly important for the university and its development. Along with that there is also the fact that the workload of the instructors increases e.g. during exams or when offering distance learning study programs. Within this context the assessment team recommends that the university review further financing options for expanding the staff besides financing from the students. Considerations should be made as to projects with third-party financing or the acquisition of endowed professors, for example. Within this context the assessment team also recommends stabilising the cooperation with external partners such as national and international companies and organisations and to represent this transparently.

With regard to the accreditation of the available study programs the assessment team considers the criterion (3) Staff to be fulfilled.

#### **(4) Facilities and learning resources**

All in all it can be observed that the facilities and learning resources of Mykolas Romeris University for the execution of the available study programs is to be evaluated as good.

Over the course of the first day of the assessment there was a tour of the university facilities during which the assessment team was able to see the condition of the resources.

In addition to the various large seminar rooms and classrooms, the library is to be noted in particular. It is equipped with a sufficient number of computer workstations. The computer equipment is considered to be high-quality and modern overall.

An expansion of the library facilities would be desirable with regard to the current enrolment figures at Mykolas Romeris University. Against the backdrop of potentially falling enrolment figures, however, the status quo is considered to be sufficient. The university is very active in attempting to resolve the difficulties regarding facilities that sometimes occur. For instance the students are granted access to an extensive offer of in-depth electronic databases for literature research that can also be used from outside of the university.

Large lecture halls as well as smaller seminar rooms for compact groups are available for teaching. All buildings are designed to ensure suitable access for



students with disabilities. Additional facilities are also provided for sport and leisure activities (such as a gymnasium with modern furnishings).

On the second day of the assessment the assessment team was impressively presented with the "Moodle" system used for distance learning. The assessment team was visibly impressed by the technical options that are used in a professional manner to impart the curricula. After consulting with those responsible at the university it became clear that the university is still in the beginnings of the development of its distance learning study programs but it is striving to expand and develop study programs completely adapted to the distance learning model with a high degree of commitment. This method is evaluated positively by the assessment team, particularly in consideration of the aforementioned challenges that the Republic of Lithuania and the university are facing. With corresponding effort the university can develop a unique feature in this field through highly professional implementation that would also be able to make an impact in Lithuania and Europe. The high amount of staff effort involved with the expansion and the professional execution of the distance learning offerings should nevertheless be taken into consideration.

During the tour of the university it was noticeable how strongly the instructors and the students identify with the university. In addition to many external indicators such as logos or the video displays installed in the building for the information of the students, there was a clear feeling of being in a living university with commitment flowing throughout all levels.

The facilities were evaluated as sufficient overall. The small amount of space that is available explicitly for the instructors e.g. for preparation or meetings was pointed out, however. The assessors see potential for development in this area.

All in all the assessors conclude that the facilities and learning resources correspond to the criterion both qualitatively and quantitatively.

#### **(5) Study process and student assessment**

All of the study programs available for accreditation show a clear structure. As discussed, the set objectives of the study programs are reasonable and expedient from the viewpoint of the assessment team.

The requirements for the exam system are regulated and transparently accessible to the students. The exam workloads are considered to be appropriate for the study program level from the viewpoint of the assessment team. Mykolas Romeris University has a high innovative capacity particularly with regard to its distance learning study programs. Procedures are currently being tested for holding

examinations online as well and thereby without attendance, for instance.

The positive impressions of the assessment team were confirmed by the students during the meeting with them. The support of the students regarding all relevant issues regarding university studies in particular is consistently noted.

One criticism is that the exams are mostly written. Particularly in light of the Master's degree study programs that are application-orientated to a large degree, the assessment team recommends changing the formats of the exams to have more of an orientation toward skills and the future requirements of the professions in practice. Possibilities include things such as including more oral exams, portfolio reviews or term papers for delving scientifically deeper into the learned curricula.

Within this context the efforts of the university to implement new methods of teaching and learning are noted. During meetings there are encouragements to increase the concentration on "problem-based" learning methods that could lead to further identification of the students with the university in the Bachelor's degree study programs in particular. A focus on corresponding methods of teaching and learning could also create a unique feature of the university.

The options for the students to obtain information about the study programs being offered are extraordinarily well developed. The homepage of Mykolas Romeris University that is kept up-to-date and clearly designed is to be mentioned in particular. All of the necessary information about the course of studies, the modules, the international exchange programs, residential options in Vilnius and financial support options can be found on there.

The international orientation of the university is also clear with regard to its website. All of the information about the aforementioned aspects is also available in English. The international connections between the university and its partners are also clear. Within this context it should once again be pointed out that the university should also strive to pay increased attention to imparting the curricula of the study programs in English at the module or semester level.

In order to further improve the support options for the students, the assessors suggest focussing more intensively on support options for the students across the study programs. The development of a "career centre" to support students in the transition from university to working life is suggested. Events with national and international organisations as well as "soft skills" courses offered across multiple study programs should be considered within this context such as application or assessment training courses and seminars on rhetorical or other

types of communication.

In light of the business management orientation of the study programs, the establishment of an institution that supports students in founding their own companies is suggested. This is recommended taking into consideration the aforementioned partly challenging social framework conditions under which the university must act.

All in all for this criterion the assessors conclude that the support options are thoroughly provided for the students. The criterion is considered to be fulfilled accordingly.

## **(6) Program management**

The achievements the university has made in terms of the quality assurance of the study programs available for accreditation are essentially convincing. The quality assurance system of the university encompasses the following structural divisions:

The university has developed a "quality assurance policy" from which the corresponding procedures are derived. The study programs as well as the awarded degrees are also examined at regular intervals and adjusted as necessary. Another component is the examination of the educational objectives of the study programs, its successes and the satisfaction of the students with their studies. Corresponding surveys are then carried out, even at the level of the instructors. The focus is on the skills of the instructors, according to the university. Another evaluation level is focussed on the structural conditions of the university. Issues such as the suitability of the facilities or the technical equipment are the focus of this evaluation. As previously addressed, great value is placed on transparently supplying the students with information that is relevant to them. According to statements from the university, it also wants to inform the public about the development of the university. Overall the structuring of the quality assurance of the university is oriented around the standards recommended in the "European Standards and Guidelines for Quality Assurance" (ESG), which is positively noted by the assessors.

Overall the assessors come to the assessment that the quality assurance procedures related to the university and the study programs are clearly organised and structured processes.

For the further development of the system the assessors recommend making the results of the evaluations of the study programs or modules accessible to the

students as well. Although the students indeed impressively confirm that their feedback is essentially acted upon by the university, there was no overview of the results of the evaluations nor a summary of the derived measures. In addition to making them accessible, the results related to the study programs should also be discussed with the students. Otherwise there is the risk that the students' identification with the quality assurance measures and their willingness to participate in the quality assurance will subside.

Within this context, the external perspective of the assessment team on the various study programs of the different faculties should be noted. In addition to the various transfer errors in accreditation documents, the profile of the university or even of the respective faculties in which different study programs are offered in particular is not clearly recognisable from the documents. The university should place more value on the external presentation of the profile of the university in order to make this profile clearly recognisable.

The national and international rankings held at regular intervals which include this university primarily show the high satisfaction of the students with their university.

#### **IV. Summary:**

##### **(1) Comprehensive Results of the External Assessment**

In summary it can be stated that all of the study programs fulfil the accreditation criteria from the viewpoint of the assessors. In addition to the overarching aspects that were presented in the introduction to the assessment, the qualification objectives, the design and the structure of the study programs in particular were the focus of the assessment. Aspects related to quality management as well as the learning resources, facilities and staff were discussed.

The university's strategy and the involved objectives of "internationalisation", "orientation toward the labour market", "expansion of the distance learning portions" and "expansion of the research activities" in comparison with the study programs available for accreditation shows that the university is on a good path. The university presents itself as a formative educational institution for the Republic of Lithuania that is possesses significant unique characteristics in particular due to its innovative capacity and the modern study programs it offers that are relevant to the labour market. With regard to the challenges the university is facing such as the falling enrolment figures, these are necessary for

the sustainable development of the university. From the viewpoint of the assessment team the university should put more intensive efforts into the transparent and self-confident external presentation of these unique features and thereby the independent profile of the university in order to ensure the high degree of satisfaction of the students in the future as well.

As discussed in the introduction, the comprehensive suggestions of the assessors are related to the following for issues in particular:

1. The university's implementation of its internationalisation strategy should also include requiring mandatory attendance of modules taught in English as a portion of all study programs. Offers should also be established for promoting the exchange of students as well as instructors.
2. For the Master's study programs to be accredited, the curriculum should be strengthened with a more intensive orientation toward application that are relevant for the national labour market. Specifically it should be considered whether the scope of the Master's thesis (30 ECTS credits) could be reduced in exchange for program-specific curricula. Meetings with the responsible national offices may need to be pursued for this. New teaching and learning formats (such as problem-based learning) should be discussed for the level of Bachelor's degrees.
3. The expansion of the distance learning portions should be continued and implemented more intensively particularly at the level of the Master's degree study programs. The use of the distance learning elements to support and accompany periods of self-learning should be considered across all of the study programs.
4. The development of generalist Master's degree study programs that are faculty-specific or span multiple faculties should be more strongly promoted. On the one hand the orientation toward research should be taken into consideration more intensively in these study programs. From the viewpoint of the assessors this would also make it possible to expand the doctoral programs and thereby the research activities of the university. In addition to these possibilities, the development of generalist Master's degree study programs also has the advantage that the study programs that may have previously been considered small in terms of the number of enrolled students perhaps due to the falling enrolment figures could now merge into these study programs as areas of specialisation. In conclusion comprehensive utilisation of resources is possible through increased cooperation within the faculties.

Furthermore the assessors suggest establishing and expanding more intensively interdisciplinary support options for the students. A "career centre" is

conceivable for this that could support the students in the transition from university to working life as well as promote contact between the university and potential employers. The recommendation that a centre should be established at the university for supporting students who are interested in founding their own businesses has a similar objective. This can promote the cooperation of the students across faculties and blends in seamlessly with the innovative capacities of the university.

## **(2) Results of the External Assessment for Specific Study Programs**

With regard to the accreditation of the available study programs the assessors come to the conclusion that they will submit a recommendation to the accreditation commission of the AHPGS for a positive decision regarding the accreditation of the study programs by the Lithuanian Ministry.

Taking the results of the written "preliminary assessment" as well as the results of the on-site assessment at Mykolas Romeris University into account, the results in the form of tables as well as the strengths and potentials for development of the respective individual study programs will subsequently be presented.

Item No.	Assessment sphere	Assessment of the sphere, points
1	Objectives of the program and projected study results	3
2	Structure of the program	3
3	Staff	3
4	Material resources	3
5	The course of studies and its assessment (selection of students, assessment of achievements, support of students)	3
6	Program management (program,e administration, external assurance of study quality)	3
		Total ø: 18

The "Strategic Management of Organisations" Master's degree study program available for accreditation is evaluated to be a sensible study program for preparing the students for a career in various organisations. Overall the design and structure of the study program give a good impression.

The question remains unanswered as to why the enrolment figures have fallen in recent years in this study program. The university should develop measures for counteracting this trend. Drawing upon the overarching recommendation to consider the development of generalist Master's degree study programs, perhaps the study program should also be offered as an area of specialisation for a study program with a broader structure.

Within this context the structure of the extensive Master's thesis (30 ECTS credits) should be questioned for a study program with a strong orientation toward application. Insofar as it is legally possible, the scope of these should be reduced in exchange for imparting specific curricula.

In connection with this considerations should be made as to offering more intensively skill-orientated examinations. Case studies or oral examinations are suggested, for instance.

The assessors see potential for developing the curriculum by taking the relevant instruments of strategic management more intensively into consideration. It is suggested to integrate PESTLE and SWOT analyses, Porter's five forces and portfolio management into the module descriptions and thereby into the lesson plans in the study program. The module descriptions should also be revised in order to correct repetitions and errors in the descriptions.

It is also suggested to impart more curriculum in English for this study program. The electives offered within the study program should also be taken into consideration.

## **7. Decision of the Accreditation Commission from 13.03.2013**

The resolution of the Accreditation Commission is based on the university's application, as well as the expert review and the on-site visit covered in the assessment report. The on-site visit took place on January 14th and January 15th 2013.

The Accreditation Commission of the AHPGS has discussed the procedural documents and the vote of the expert group. The Master program "Strategic Management of Organisations" is to be completed with the awarding of the academic degree "Master of Business and Management". The earliest beginning of the Master program took place in 2008. The program covers 90 ECTS-Credits and has a full-time study period of 3 semesters.

The Accreditation recommendation grounds itself on the following documents:

- Order of the Minister of Education and Science of the Republic of Lithuania. On the Approval of the Description of the Full-time and Part-time Study Forms. 15 May, 2009, No ISAK-1026. Valstybės žinios, 2009-05-21, Nr. 59-2325.
- Order of the Minister of Education and Science of the Republic of Lithuania On the Approval of the Description of the Procedure for the External Evaluation and Accreditation of Study Programmes. 24 July, 2009, No. ISAK-1652 (Revision of the 29 July, 2011 Order No. V-1487 of the Minister of Education and Science of the Republic of Lithuania). Valstybės žinios, 2011-08-06, Nr. 100-4702.
- Order of the Minister of Education and Science of the Republic of Lithuania On the Approval of the Description of General Requirements for the Degree-awarding First Cycle and Integrated Study Programs. April 9, 2010, No. V-501. Valstybės žinios, 2010-04-17, No. 44-2139.
- Order of the Minister of Education and Science of the Republic of Lithuania On the Approval of the Description of General Requirements for the Master's Study Programs. 3 June, 2010, No. V-826. Valstybės žinios, 2010-06-10, No. 67-3375.
- Order of the Minister of Education and Science of the Republic of Lithuania On the Approval of the Description of the Law Study Field. 19 August, 2010, No. V-1385. Valstybės žinios, 2010-08-28, Nr. 102-5306.



- Resolution of the Government of Republic of Lithuania on the Approval of the Qualification Requirements of the Higher Legal Education for Persons Wishing to Take up the Position of Judge Following the Procedure Laid Down by the Laws. 4 October, 2002. No. 1568. Valstybės žinios, 2002-10-09, No. 97-4288.
- Resolution of the Government of Republic of Lithuania on the Approval of the Lithuanian Qualifications' Framework. 4 of May, 2010. No.535. Valstybės žinios, 2010-05-15, No. 56-2761.
- Republic of Lithuania Law on Higher Education and Research. April 30, 2009, No. XI-242. Valstybės žinios, 2009-05-12, No. 54-2140.

The AHPGS Accreditation Commission considers that the Lithuanian accreditation criteria elaborated in the documents listed above are fulfilled fundamentally. The AHPGS Accreditation Commission recommends the accreditation of the study program to the Lithuanian Ministry of Education and Science for the duration of six years taking into account the following mandatory recommendation:

- The university should offer at least courses or the whole program in English in order to strengthen the communicative skills of the students.

Furthermore, the recommendations formulated in the expert's report, approved by the University at March 7, 2013, are to be taken into consideration. In particular, the Accreditation Commission of the AHPGS affiliates its decision to the comprehensive results for the further development of the study program concept of Mykolas Romeris University, Vilnius.

Freiburg, 13.03.2013