

SELF-EVALUATION REPORT



SELF-EVALUATION REPORT ON THE ACADEMY'S ACTIVITY

Director of the AMB

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Vilnius, 2011



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A WORKING GROUP OF SELF-EVALUATION

A working group of self-evaluation is formed on the basis of quality system of the Academy of Management & Business (hereinafter – the AMB) and methodical recommendations. The group of self-evaluation consists of the employees of the AMB and other academic institutions, lecturers, representatives of the administration, employers, students and graduates. The AMB forms such groups long ago for the preparation of studies programmes and guarantee of studies quality.

No.	Academic rank (scientific degree), name, surname	Occupation
1.	Dr. Regina Paliulytė	Studies programme coordinator
2.	Dr. Darius Plikynas	AMB Research Centre leader
3.	Rūta Vyšniauskienė	AMB International coordinator
4.	Rimvydas Vitėnas	Head of the Division of Marketing and Publishing at the AMB
5.	Tomas Jonušas	“Viae ventus” Ltd
6.	Darius Rakštėlis	The AMB graduate
7.	Elzė Vrubliauskaitė	The AMB student

All necessary information for the self-evaluation was provided by the Division of Studies and the Division of Marketing and Publishing, the Students’ Representative Office, Accountancy, etc. The self-evaluation is based on the results of the conducted researchers, also, internal and external data is used.



BRIEF INFORMATION ON THE ACADEMY OF MANAGEMENT & BUSINESS

On 14 October 2009, the public establishment Vilnius higher school of management changed its name into the Academy of Management & Business. Legal basis – Order on Higher Education of the Republic of Lithuania as of 30 April 2009.

Although admission to the university-type studies at the Academy of Management & Business (hereinafter – the AMB) was commenced already in 2004 and exclusively university-type studies have been conducted since 2006, this higher school, however, was attributed to non-university higher school in the state Centre of Registers, what allowed limited AMB development. The Academy clearly states in its vision and mission that it seeks to become a full-pledged university-type higher school, however the legislation that had been valid in the Republic of Lithuania until 30 April 2009 did not provide AMB with the conditions to develop its activities in all respects. Irrespective of that AMB continued university-type study programmes and put efforts to become a fully qualified university. Much efforts are put into the development of research activities; AMB Research Centre has been set up, research were carried out, articles prepared, consulting to business companies was provided, students were involved into research activities, and the requirements for student research papers have been raised.

AMB development is first of all based on quality principles, what is also corroborated by the current situation: AMB is a higher education school where university-type studies are conducted. All students and teachers are equally important, and everybody is provided with the possibilities to study, to create, to improve, and to seek a career.

The main aim of AMB is to provide education services for students; to contribute to the development of knowledge and business society with its experience and culture. The Academy educates the students willing to become responsible citizens and experts who would feel as specialists of equal value in a continuously changing work environment and would make an effect on cultural, social and economical welfare of our society. Seeking to attain these aims AMB enriches its national and regional community with the results of research it has conducted, as well as graduate skills, academic publications, and teaching aids.

Sustainable and continuous development of its experience as a higher school, entrepreneurial skills and competences, openness to society, responsibility and respect for all participants of the service are the main principles of AMB activities.

AMB regularly issues teaching aids. 19 title educational books and monographs have been published since 1999. Students are provided with the cycles of studies and syllabus. In addition, situations and business simulation games have been prepared.

Applied research was commenced since 2002. A Research Centre (hereinafter - AMB RC) was established in the Academy. Its members are scientists of the AMB and other Lithuanian and foreign universities. The aim of the Research Centre is to develop theoretical and applied research, to involve active scientists and students into research activities.

The AMB RC maintains cooperation and prepares common research and applied projects with the USA and European universities. Scientific research and consultative functions are carried out together with business partners, e.g. Alna UAB; consulting is provided to a group of German companies *CID* and *Baltic Software Solutions*, as well as projects of the EU structural funds are carried out.

Major achievements of the AMB RC are associated with the development of computational intelligence paradigms, their application for solving issues in the economic field, analysis of financial capital trends. With efforts of the AMB RC a unique and publicly accessible translation robot based on computational intelligence methods has been created (see. www.vvam.lt)

In 2011 the Lithuanian Science Council awarded a grant of LTL 1.4 million to 4-year scientific research project “Creation of oscillations based paradigm for simulation of social systems behaviour”. This grant is awarded exclusively for the “implementation of exceptional scientific research projects carried out by the



Lithuanian and foreign high-level scientists and other researchers” (Universal grant. Guidelines for the applicants, December 2009). This proves that AMB meets the requirements raised for the university – to conduct university type studies (for bachelor’s degree; preparations are made also for master’s degree studies), as well as to carry out the highest-level scientific research.

Most important events

Year	Event
2000	Vilnius Management College was established. Higher education non-university type studies are conducted.
2003	A curriculum of the higher university-type business management studies awarding a bachelor’s degree in management and business administration was registered in the register of studies and educational programmes of the Ministry and Science.
2004	International evaluation of management and business administration studies.
2005	Institutional evaluation
2009	The name of the Academy of Management & Business is registered, and the university status is granted.



1. ANALYSIS OF THE EVALUATED ACTIVITIES

1.1. Strategic management

The Academy of Business & Management is run under the guidance of the Law on Public Establishments, Law on Higher Education of the Republic of Lithuania, and the Statute. It seeks to plan, organize, manage and to control people's financial, physical and informational resources in a rational and efficient way in order to implement the tasks set.

The strategy of the Academy of Business & Management is adjusted with consideration to external and internal changes, whereas its activities are focused on the main function of higher education – studies and research. In 2004-2010, AMB priorities were the following ones:

1. To develop fundamental and applied research;
2. To develop the package of services to consumers by ensuring lifelong learning.
3. To seek to become an expert in one of the fields of business management.
4. To consolidate for activities with other non-state science and studies, educational and consulting institutions.

Table 1.1. Coherence of AMB visions, mission and priorities

Wordings of the AMB mission, vision and priorities	Facts proving these fields of activities
Vision: AMB is a modern non-state higher university type business school which fosters its peculiar academic culture, carries out scientific research, organizes studies to the people willing to create their welfare independently.	<p>The Academy is distinguished for its peculiar academic culture, academic freedom, rationality, efficient development of information systems and their use in the study process and AMB management, and fostering of entrepreneurship.</p> <p>An AMB Research Centre was established where scientific research is carried out, and productive scientists are involved, scientific articles are published in national and international research publications. A universal grant for a scientific research project was awarded by the Lithuanian Science Council.</p> <p>The aim of the bachelor's of business study programme is to prepare business bachelors capable of adapting to changes in the business environment, technologies and current demands of the labour market; to educate a creative, socially educated and responsible personality capable of assessing risks, his abilities in a rational way; to make use of possibilities provided by the market and to create one's own future in the changing world.</p> <p>Currently, a master's degree programme intended for small and medium business owners, medium and highest level managers is prepared.</p> <p>Plans have been made to develop new bachelor's degree study programmes intended for the establishment, management and development of small and medium businesses by introducing innovations.</p>
Mission: to provide university education to its clients based on scientific research and experience; to develop abilities necessary for sustainable business and knowledge society; to guarantee conditions of lifelong learning by using its peculiar culture, facilities and learning resources and creative employees in an efficient way.	<p>AMB Research Centre was established. Findings and knowledge of research conducted are integrated into the study process. Monographs have been published; also a periodic publication <i>Working Paper Series</i> is issued.</p> <p>Students are involved into activities of the Research Centre.</p> <p>Graduation papers are based on scientific research carried out by students.</p> <p>Lectures are held in the day-time, evenings, weekends and in sessions. There is a possibility to study according to an individual programme. Teaching methods based on application of the newest technologies by creating flexible, virtual spaces for study, distance learning system should enhance willingness of students for lifelong learning irrespective of their geographic location or learning needs.</p> <p>A peculiar academic culture, rational and efficient resource management.</p>



The strategic activity plan of the Academy of Business & Management conforms with the AMB formulated mission (see Annex 1). It incorporates the description and aims provided for in the Law on Science and Studies of the Republic of Lithuania. The AMB strategic plan reflects the provisions of the European Higher Education Area and European space for scientific research since AMB conducts university-type studies and creates conditions for lifelong learning, as well as carries out international level scientific research. Research findings are published and integrated into the study process; student and teacher exchange is carried out; text-books are published and distributed publicly.

AMB strategic activity plan has been drawn up on the basis of the singled out AMB activity priorities.

The first priority of AMB activity – **to develop fundamental and applied research** – was not chosen incidentally. This is one of the main university aims that is defined both, in the legislation of the Republic of Lithuania, and the provisions of the European Higher Education Area. The level of scientific research is a very important factor for ensuring quality higher education studies, high-level education, as well as for enhancing competitiveness of both, the university, and the specialist prepared therein.

Table 1.2 below shows aims, actions and results of the first AMB priority.

1.2 table. Aims, actions and results of the first priority - to develop fundamental and applied research

Aims	Actions	Results
1. To improve coordination of scientific research	1. To establish a scientific research coordination unit	AMB Research Centre was founded.
	2. To find a manager of the research and development unit meeting the requirements raised	Prof. Darius Plikynas, meeting the requirements for head of the AMB RC was employed
2. To involve the greatest number of teachers and students	1. To create scientific research groups composed of teachers	1 group. <i>Domain: Economics and Business Development in CEE</i> 2 group. <i>Head: dr. Darius Plikynas</i> <i>Domain: Social Systems' Modelling and Imitation</i> 3 group. <i>Head: dr. Virmantas Kvedaras</i> <i>Domain: Economic Growth and Cyclical Change</i> <i>Domain: Food Globalization, Industrialization, Health and Advertising</i> . Scientific adviser – Dr. Diana Minčytė (Illinois University). Research was carried out by AMB students. Investigation and prototype development <i>The Lithuanian-English-Lithuanian Language Translation System</i> . Head – Dr. Algirdas Laukaitis <i>Computer Intellect and Multi-Agent Systems in the Social Sciences Field: Methods, Applications, Perspectives</i> . Scientific adviser – prof. Darius Plikynas <i>An investigation into Electricity Energy Pricing</i> . Scientific adviser – Assoc. Prof. J. Žvinklys. Students participated in research.
	2. To organize scientific student conferences	Every year AMB first year students participate and deliver presentations prepared by them in the republican scientific student conferences AROUND THE WORLD OF IDEAS. This way students are involved into scientific activities since the very first year of study.



<p>3. To integrate the scientific research elements into the teaching process</p>	<p>1. Systemic organization of workshops on investigated issues</p>	<p>Open workshops are organized by the Research Centre:</p> <p><i>E-investor –Investment Solution Support System Based on Computer Intellect.</i> Speaker – Dr. Darius Plikynas</p> <p><i>Innovative Leadership as Strategic Change Management.</i> Speaker – Dr. Egidija Laumenskaitė</p> <p><i>Food Globalization, Industrialization, Health and Advertising.</i> Speaker – Dr. Diana Minčytė</p> <p><i>Economy Overheating and Cooling Scenarios in Lithuania .</i> Speaker – Dr. Raimundas Kuodis</p> <p><i>Changes in Common Languages, Standards and their Dissemination on the Internet.</i> Speaker – Dr. Jurgita Girčienė</p> <p><i>Lithuanian – English - Lithuanian language translation system.</i> Speaker – Dr. Algirdas Laukaitis</p> <p><i>Baltic sea region economic development.</i> Speaker – Prof. Rimantas Rudzkis</p> <p><i>Correlation between migration attitudes of Lithuanian residents and public cultural and value orientations.</i> Speaker – Dr. Daiva Nazarovienė</p> <p><i>Leading Scholarly Societies in Business and Management.</i> Speaker – Dr. Yusaf H. Akbar</p> <p><i>The International Reserves Issue in the EMU: Prospects for Membership Gains.</i> Speaker – Jorgen Drud Hansen.</p> <p><i>FDI Driven Business Cycles in a Balance of Payments constrained growth model.</i> Speaker – Dr. V. Kvedaras</p>
	<p>2. To relate students' scientific research with the topics of their graduation papers</p>	<p>The methodology and requirements for graduation papers has been changed. Students must carry out research, describe the methodology, make an analysis, project the results obtained and put forward suggestions.</p>
<p>4. More active participation in general scientific research</p>	<p>1. To carry out general research projects with Lithuanian and foreign scientific and educational institutions</p> <p>2. To develop scientific research networks with foreign partners</p>	<p>The Lithuanian Science Council finances D. Plikynas' scientific research project No. <i>VPI-3.1-ŠMM-07-K-01-137 Creation of oscillations based paradigm for simulation of social systems behaviour</i> according to the EU programme 3rd priority <i>Strengthening researchers' abilities implementation measure of the human resources development actions.</i></p> <p>Ordering party UAB <i>Alna Business Solutions.</i></p> <p>MTTP project <i>Modelling and Implementation of an Expanded Algorithm for Production Planning by Developing a Production Management Information System,</i> project identification No. BPD2004-ERPF-3.1.7-06-06/0014. The project was financed by EU structural funds. Period 2007-2008. Estimated value 31,000 Lt.</p> <p>Ordering party <i>CID GmbH</i> (Gewerbepark Birkenhain 1, Freigericht, Germany)</p> <p>R&D project <i>Semantic Search Processes and Investment Decision Support Systems,</i> No. VA 104. Project funded by CID GmbH. Implementation period 2008-2010, financial value 140000Lt.</p> <p>Ordering party UAB <i>Baltic Software Solutions</i> (currently called UAB); No INV2009-1.</p>



		<p>R&D project <i>Computational Intelligence Based Investment Decision Support System: Survey of Commercial and Technological Vitality (E-INVESTOR)</i>. Project funded by EU structural funds (“IdejaLt”). Project ID No. S-VP2-1.3-UM-01-K-01-065, implementation period 2008-2009, financial value 100.000 Lt.</p> <p>Client UAB <i>Baltic Software Solutions</i> (currently UAB <i>CID Baltic</i>); No SEM2009-1.</p> <p>R&D project <i>Innovative Semantic Information Indexing and Searching Systems</i>. Project funded by EU structural funds (<i>IdejaLt</i>). Project ID No. S-VP2-1.3-UM-01-K-01-064, implementation period 2008-2009, financial value 99.000 Lt.</p> <p>Povilas Daniušis underwent training in The Max Planck Institute for Biological Cybernetic (MPI) in Tuebingen (20/10/2010 – 20/05/2010) where causality (cause/effect) identification tasks were analysed; a conceptually new method was suggested enabling to efficiently determine causal relationships for different measurement data.</p> <p>In 2005-2006 Darius Plikynas underwent training in <i>SNHU (Southern New Hampshire University)</i> and <i>RPI (Rensselaer Polytechnic Institute)</i>.</p> <p>13th European Agent Systems Summer School EASSS2011 In 2011, AMB Research Centre employee Andrius Budrionis took training in the <i>University of Girona</i> in Spain.</p>
	<p>3. To publish scientific research in the ISI catalogue journals</p> <p>4. To encourage teachers to take doctoral studies and to seek their habilitation</p>	<p>During 2006-2011, 10 ISI level articles are published and participation was taken in 9 conferences (see Annex 2)</p> <p>During 2006–2011:</p> <p>12 teachers attended doctoral studies;</p> <p>4 teachers were awarded a doctoral degree;</p> <p>1 teacher was awarded a habilitated doctor’s degree.</p>

The second priority of AMB activity is to **expand the range of services to its consumers by ensuring lifelong learning**. Lifelong learning is one of the provisions of higher education defined both, in the strategy of studies and science of the Republic of Lithuania, and the provisions of the European Higher Education Area. It is important for each organization to expand the range of its services, or to update and to improve what has already been created.

Table 1.3 below shows aims, actions and results of the second AMB priority



Table 1.3. Aims, actions and results of the second priority – to expand the range of services to its consumers by ensuring lifelong learning.

Aims	Actions	Results
1. To ensure lifelong learning	1. To prepare a 2-cycle study programme	<p>Until 14 October 2009 AMB could not conduct the second cycle (master) study programme, since the indefinite status of AMB which existed in the education system of the Republic of Lithuania did not provide a possibility to register this programme. The Academy was granted the status of a college, although it has been conducting a bachelor's degree university –type study programme, whereas the second cycle study programme could be registered and carried out only by a higher education school holding the status of a university according to legislative acts of the Republic of Lithuania.</p> <p>Prior to the receipt of results on AMB institutional evaluation AMB is not entitled to deliver an already prepared master's degree programme. It is planned, however, that this programme will be registered until the autumn semester of 2012 and AMB will start its implementation.</p>
	2. To organize training with partners for AMB graduates and companies	<p>AMB graduates are invited to workshops arranged by AMB Research Centre .</p> <p>A meeting of the Lithuanian Management Society was arranged by AMB.</p> <p>AMB graduates have a possibility to chose post-graduate studies in particular modules.</p> <p>Graduates are also invited to lectures of teachers arrived from abroad.</p> <p>Consultations were provided to UAB <i>Alna</i>, UAB <i>Baltic Software Solutions</i>, a group of German companies <i>CID GmbH</i>.</p> <p>The following workshops for businessmen and graduates have been arranged:</p> <ul style="list-style-type: none"> - <i>How to develop a more efficient business strategy</i> – speaker dr. Yusaf H. Akbar (JAV); - <i>Internationalisation of Services Marketing in Relation with E-Business</i> – speaker Gerard van der Star (Holland); - lecture – workshop “<i>Why is it worth being creative</i>” – together with the innovation festival <i>IF... Vilnius and design week</i>; - <i>Becoming a Leader</i> – teacher Pawel Prystupiuk (Poland) - <i>Interpersonal Techniques of Communication</i> – teacher Sandra Ricardez Delli (France).
2. To integrate foreign students and teachers into AMB activities	1. To participate in the implementation of the RIBA project	<p>AMB participates in the international RIBA (<i>Raise International Business Awareness</i>) project.</p> <p>Two programmes intended for foreign students were created, which may also be attended by AMB students together with foreign students:</p> <ul style="list-style-type: none"> - Business Management in a Changing Environment; - Strategic Changes in the Knowledge-Based Emergent Markets. <p>AMB and RIBA partner higher school regularly participate in the teacher exchange programme.</p> <p>Currently, a joint study project of universities participating in the RIBA is being prepared.</p>



	2. To participate in the implementation of <i>Socrates/Erasmus</i> programme	The Academy participates in <i>Socrates/Erasmus</i> programme – student and teacher exchanges are carried out.
3. To develop a comprehensive AMB information system	To create a database of graduates for efficient monitoring their career and needs	AMB information system has already been created. It is convenient and useful for students, teachers and the administration. The database contains information on graduates. Graduates are sent information on the ongoing workshops or other relevant news. The graduates database, however, should be further improved: upon change of e-mail or phone number, the graduate becomes practically inaccessible. AMB ALUMNI activities should be developed, as well as a special database where they could update information on themselves should be created.

The third priority of AMB activity is **to seek to become an expert in one of fields of the business management activity**. The Academy is not a big university, therefore it is important to concentrate activities in order to provide quality and high level services. AMB has been consistently developed as a university. The main services provided - organization of studies and research activities. Studies are focused on the development of entrepreneurial skills. Both, bachelor's and master's degree programmes, are intended to prepare and to improve business specialists. Scientific research and activities carried out by the Academy are oriented towards the world level and interdisciplinary research.

Table 1.4 below shows aims, actions and results of the third AMB priority.

1.4 table. Aims, actions and results of the third priority - to seek to become an expert in one of field of the business management activity.

Aims	Actions	Results
1. To evaluate and to analyze internal possibilities	1. Investigation into staff availability	Scientists are looked for specific projects and research. AMB RC has quite great scientist turnover what is mostly affected by financial possibilities of the higher education and private business sector to attract high level specialists. Irrespective of that contacts are maintained with scientists; individual projects are developed in which also scientists from abroad take part.
	2. Assessment of possible financing sources	After the establishment of AMB RC all scientific research and scientific activities were financed by AMB. By consistently developing AMB RC activities particular results have been achieved which are also of interest to the private sector. Orders have been received also from business companies. Besides, a grant has been received, etc. (see table 1.2, 4 th aim).
2. To assess external needs associated with school activities	1. Analysis of the scientific research market and the demand	There is a demand for business and management studies, what is demonstrated by the survey of graduates and the number of students admitted to higher schools. It should be noted, however, that management and business study programmes are quite similar in the market. Although course titles are different, there are no great differences among them. AMB curriculum design is distinguished in the sense that it is based on business studies, yet additional knowledge in selected branches thereof (marketing, finance, project, management, information systems) is provided .
	2. Analysis of studies on management services and the demand	



3. To become an expert in one of selected activity fields	1. Distinction of alternatives of possible activity fields, analysis and selection of activity	Concentrated activities and achieved results: 1. Development of the Lithuanian-English-Lithuanian language translation system (currently several companies are interested in the investigation, and the provision of consultations has been commenced). 2. The Lithuanian Science Council finances the project <i>Creation of Oscillations Based Paradigm for Simulation of Social Systems Behaviour</i> according to the EU programme.
	2. Preparation of the plan for the implementation of selected activities	

The fourth priority of AMB activity is **to consolidate with other non-state research and studies, educational and consulting institutions**. As it was mentioned above, AMB is not a big university, therefore a possibility of consolidation has been envisaged. It has been planned to conduct research, to prepare study programmes together with other scientific or consulting institutions. The cooperation between the Academy and the Lithuanian Innovation Centre (LIC) resulted in the arrangement of workshops on creativity for students. Besides, a new subject – innovation management is being prepared; LIC participates in the development of AMB bachelor's and master's degree programmes.

Table 1.5 below shows aims, actions and results of the fifth AMB priority.

1.5 table. Aims, actions and results of the fifth priority – to consolidate with other non-state research and studies, educational and consulting institutions

Aims	Actions	Results
To unite resources in order to obtain better results	1. Assessment of changes in external environment	Unfavourable demographic, economic situation in the Republic of Lithuania and growing emigration impedes the development. However, creation of joint programmes with other national or foreign universities of the country or abroad is encouraged. Cooperation with the Lithuanian Innovation Centre. The result – AMB bachelor and master's degree study programmes.
	2. Assessment of internal possibilities	
	3. Distinction of possible alternatives for consolidation	

The strategic activity plan of the Academy of Management and Business for 2005–2010 was prepared in 2005. Currently, the methodology for assessing the plan of strategic activities has been changed, therefore it is difficult to single out the indicators of the preceding period. AMB results, however, are reflected in the description of priorities, aims and actions.

1.1.1 Monitoring of implementation of the strategic activity plan and information provision

The Academy is not a big, but a very flexible institute of research and studies. Monitoring of implementation of the strategic activity plan is carried out regularly and in different respects according to the distinguished priorities of AMB activities and AMB activities. Special attention is devoted to the student and research. Attempts have been made to create favourable and useful conditions for studies and research. The strategic plan and actions are adjusted with respect to changes in environment, yet ensuring the observance of the AMB vision, mission and singled out priorities.

Seeking to find out what has been achieved, what problems are encountered in an expectation to get suggestions the management cooperates a lot on an individual basis. This fosters openness of relationships, sincerity of communication, and authenticity of information received. This way a trust-based work



environment is created what enables to pass from management to activity coordination, fosters cooperation, enthusiasm, and creativity.

AMB strategic actions are analysed and adjusted by the AMB senate, head, administration, teachers, students, graduates and stakeholders.

The results of research activities are analyzed according to the methodology for the assessment of research (art) works of research and development institutes. The results are provided on the AMB website. This way society and AMB community is informed about the activities carried out.

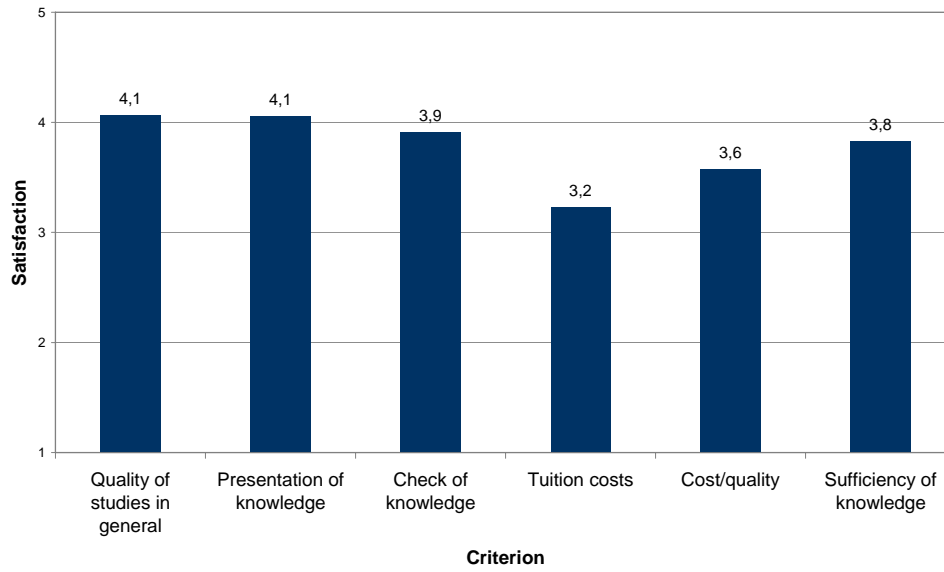
The Academy is open to its community and society. Information on activities is publicized in different ways. Informal relations are developed in AMB, and a democratic, trust -based dialogue with AMB community is going on. The Academy results are publicized on the AMB website, booklets, notice board, public press, social networks, etc. Since the management and administration are easily accessible, an open dialogue with students, graduates and teachers takes place – “ Who we are... What the results are... What direction we are going ...” Information is furnished to all participants on a regular basis.

Since the founder of the public establishment the Academy of Management & Business is head of AMB, it is natural that all information conveyed is accurate and not distorted. Other official AMB participants, such as the Department of Statistics, the Tax Inspectorate, the Ministry of Education and Science, the Lithuanian Science Council, etc., are furnished information to the extent provided by the legislation of the Republic of Lithuania.

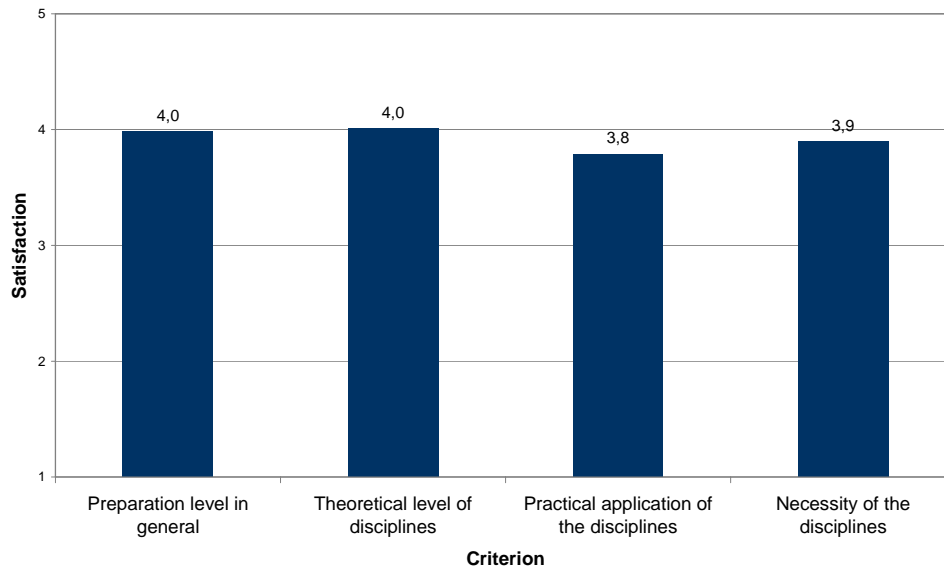
1.1.2. Management of the Academy

The Academy has formed an internal system for quality assurance in studies that is based on the provisions of quality assurance in studies of the European space for higher studies. Self-assessment is carried out, the activity strategy is updated, as well as internal and external surveys are conducted. Seeking to ensure quality in studies conducted a continuous dialogue with AMB community is maintained: student surveys on the quality of a syllabus and teaching is carried out; graduates are surveyed on the demand for new professional knowledge in the labour market. Learning programmes will be reviewed and updated with regard to the student feedback on the study programmes and changing needs of the labour market. Long-range and operational plans are drawn up. All staff members continuously advance their knowledge and skills. Content of the subjects taught is regularly renewed and supplemented. Information technologies and modern didactic aids are used for studies. We are guided by the principle –even the smallest detail is important for the quality of service.

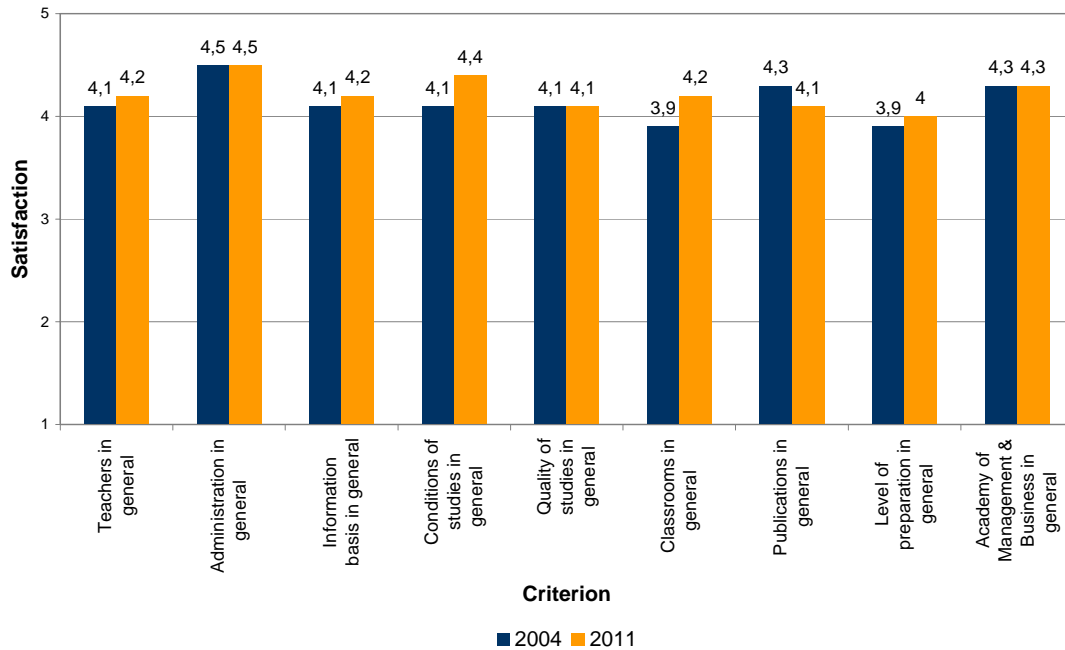
The students of AMB state that they are satisfied in general with the provided quality of the AMB and the preparation. While comparing the results of 2004 and 2011, we do not see significant changes except that the study conditions have improved (see Pictures 1.1, 1.2 and 1.3).



Picture 1.1. Student satisfaction with the quality of services provided by AMB. (1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)



Picture 1.2. Students' satisfaction with the level of preparation (1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)



Picture 1.3. Students' satisfaction with the service provided by AMB
(1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)

The internal system for quality assurance in studies must ensure the implementation of aims of study programmes, continuous development of activities, stability and flexibility, as well as graduates' competitiveness on the labour market..

The main principles of the internal system for quality assurance is self-assessment and evaluation (an ability to determine and to evaluate strengths and weaknesses of activity on a reasonable basis, balanced improvement of the most important fields of activity, continuous renewal by making use of the findings of research carried out by students, teachers, graduates and the labour market).

The internal system for quality assurance in studies covers all participants who have an effect on the service quality. The structure of the quality assurance system encompasses the following procedures: determination of assessment aims; singling out of the fields of activity; selection of assessment methods; development of the action plan for quality improvement; adjustment of the AMB strategy.

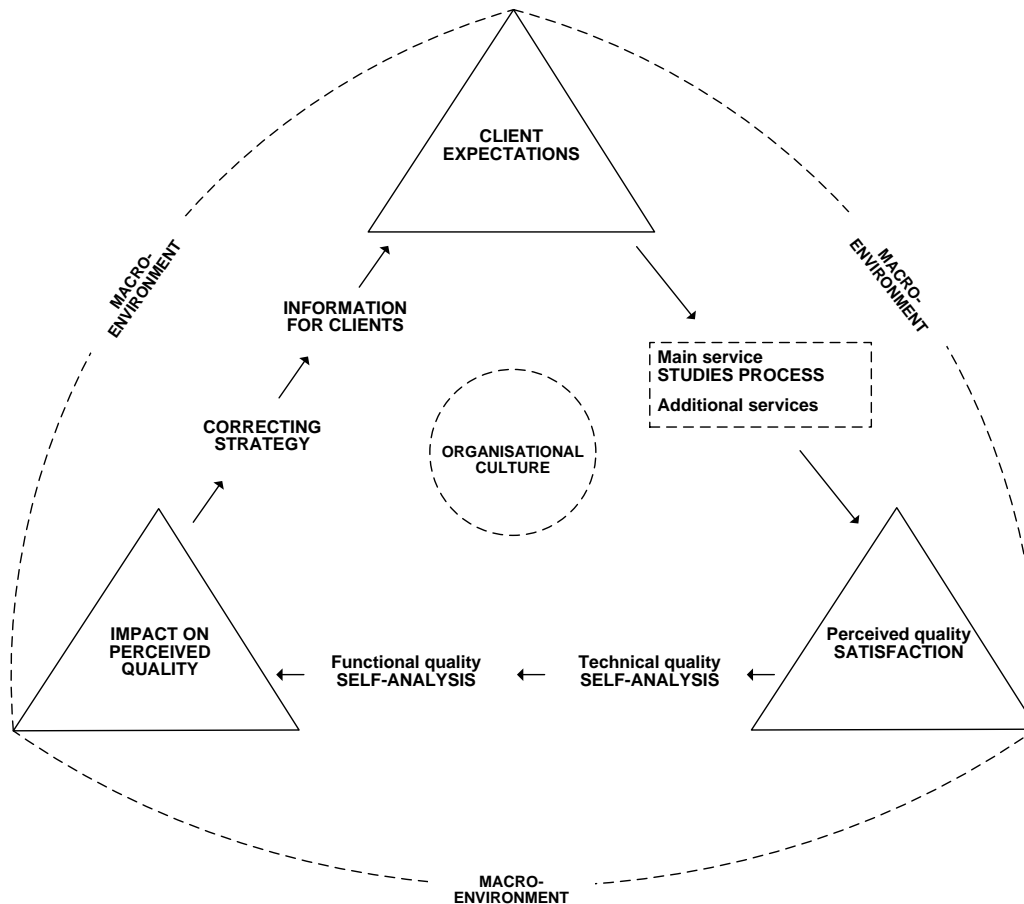
AMB has created a model for quality management in studies (see Picture 1.4). The model mentioned above has also been used for making this self-assessment the description whereof is provided below.

A self-assessment team is formed at the principal's order. Representatives of the administration, teachers, students, graduates and employer organizations are included into its composition. Besides, consultants may be invoked.

The results of self-assessment are made available to students, teachers, Senate, and the administration. Self-assessment reports are published on the AMB website.

After making self-assessment, AMB administration and (or) self-assessment committee draw up an action plan for eliminating the drawbacks and submits it for approval by the Senate. The administration is liable for implementation of the plan and is accountable to the Senate.

AMB system of quality management in studies



Picture 1.4. Model of quality management in studies

Consumer expectations and needs. The needs of possible consumers, their motivation to study and expectations with respect to a specific school are identified. The motivation of entrants to study according to a specific programme, to seek an education level, qualification, qualification title, diploma, to study in a higher school, etc. is clarified. Expectation of the entrants, i.e. what they expect from studies at this school and what are the factors determining their choice are ascertained.

Study process. Additional services. Here, a process of the service creation and development takes place. Its participants are the administration, teachers, other employees, students, facilities and learning resources, as well as culture. Apart from the main service, additional services associated with the studies are rendered. In some cases they are facilitating, in other cases – supportable. They also have an effect on consumer satisfaction.

Satisfaction, experienced quality. During studies the students satisfy their individual needs, and their expectations either become true or not. The student satisfaction level is determined according to particular criteria. Qualitative and quantitative survey methods are used. Surveys are used to determine the satisfaction level with particular criteria which is assessed on a five-point scale:

(1 – very satisfied, 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 –very satisfied).

Self-assessment. Evaluation of technical quality. A self-assessment team is formed and its head is appointed. A self-assessment committee is formed. The committee is comprised of representatives of the administration, teachers, students, graduates and employers. Aims and objectives of self-assessment are



determined, and issues and tasks are identified. Evidence necessary for the assessment of technical quality are provided for. Technical quality criteria are analyzed. An assessment of technical quality is provided.

Self-analysis. Evaluation of functional quality. A self-assessment committee envisages the necessary satisfaction surveys and discusses the methodology for their implementation. The findings of the surveys carried out are analyzed, and new needs are determined. An interim evaluation of self-assessment is made. The results of self-assessment is made available to the administration, teachers, students, and graduates. Feedback and offers are selected, discussions, deliberations are organized. The committee prepares the final text on self-assessment and on the evaluation of itself and formulates the conclusions.

Impact on perceivable quality. At this stage based on self-assessment results and conclusions an action plan aimed to eliminate the factors for dissatisfaction and to develop the quality of studies is prepared. Specific actions, as well as terms, probable effect and evidence are envisaged. During impact planning, changes in macro-environment are evaluated, also existing and foreseeable facilities, learning and human resources, creative potential, time costs, possible external and internal opposition are evaluated.

Strategy adjustment. Depending on what impact on quality is aimed for and what factors of impact on quality are envisaged, both, external and internal marketing strategies are adjusted. Considering the changes planned, AMB mission and vision may be changed, as well as a new strategy may be created.

Information to consumers. At this stage cooperation is maintained with consumers both, inside and outside. Students are presented the obtained survey results on satisfaction with studies, and a plan of impact on quality. Teachers are familiarized with weaknesses of the study process and are invoked a wish to participate in the introduction of changes. Student wishes and possible changes are discussed. *Guidance is based on the principle that changes must be accepted as necessary to ensure higher quality of studies and better satisfaction of consumer needs.* Internal communication takes place on the internet; information is published on notice boards, booklets, conversations are held with all participants of the service. External communication – articles and presentations in the media, secondary schools, organizations, etc. Both, internal and external communication with consumers must improve the organization's image, to form a better perception of the study quality and new expectations of consumers. *This process is permanent, whereas the quality of studies is developed in the spiral way.*

Macro environment. Higher schools and consumers are affected by macro environment. Its impact is significant for consumers' satisfaction and quality of studies in general. With the development of the knowledge society, research and technological environment has a direct impact on the study process and consumer needs. When taking decisions that will have an effect on the quality of studies it is always necessary to take into consideration changes in the macro environment.

Organizational culture. The philosophy of activity of the higher school, and its values have an effect on the organizations' aims of activity, service conception, and ways of action. It is natural that all decisions and communication takes place in the context of organizational culture. Sometimes, internal resources determine one or another decision contradictory to the development of study quality and even the organization's mission. Internal marketing programmes have to balance out and to enhance the organizational culture.

The main aim of AMB quality policy is consumer satisfaction. This covers students, graduates, teachers and the administration. The quality policy is provided within the system of study quality management (a model of study quality), the provisions of studies, AMB statute and regulations on studies and internal order

Responsibility for the quality system rests with the director. The Marketing Division is responsible for surveys, whereas control actions are entrusted to the committees comprised of employers, graduates and consumers. Besides, quantitative and qualitative surveys are carried out to supervise quality. Technical quality is ensured by documentary analysis.

AMB quality policy is made accessible to the whole community. Self-assessment reports are made publicly accessible; besides, printed copies are furnished to libraries, students' representative office, administration, teachers, other social groups (employers, graduates). The report is also published on the



AMB website, what ensures publicity and transparency of AMB activities. Target and non-target discussions, counsel-meetings are organized. The fact that AMB is not a big university provides with the possibility to develop a direct, free communication with teachers, students and other service recipients.

1.1.3 Compliance of qualifications with the national and European qualification structure

Based on legislation of the Republic of Lithuania, European standards and guidelines for internal quality assurance within higher education institutions, good practice of world universities the AMB transits to the European credit transfer and accumulation system (ECTS credit system). By introducing the ECTS credit, students' workload, study forms and methods are reviewed. This credit system will enable to better recognize the credits acquired by studying according to study programmes of other European universities, will foster broad movement of students and will provide with the possibility to acquire a qualification title at a convenient time throughout one's entire life.

The Academy develops lifelong learning conditions compliant with the European and world trends. The elements of distant studies are integrated into the study programmes; besides, part-time studies are conducted. There is a possibility to study according to non-formal education programmes or to attend particular subjects. Thanks to research and educational staff, qualitatively new technical and instructional e-learning development possibilities are created.

AMB seeks to focus study programmes on estimated abilities and competences acquired (learning outcomes). Starting with this year each description of a study subject will be supplemented with new parts - the description of learning outcomes in the subject studies, abilities and acquired competences. Competences are described in the basis of Dublin's competency lists.

Challenges of the Bologna process are still very important. A great part of aims raised during the Bologna process have already been implemented (e.g. common university diploma supplements, students' and teachers' mobility, etc.), however there are areas where work still has to be done.

The most complicated of these fields is the orientation of programmes on the result. When solving this challenge, the needs of students and employers are to be taken into consideration first of all. The Academy includes field practice into study programmes in order to help students acquire practical skills necessary in professional life. However, employers' unwillingness to contribute to the student education is still encountered.

Efforts have been put to develop studies oriented on the student. Every student who attends the Academy is accepted as an active learner; communication between the teacher and the student is steadily encouraged and maintained. Seeking to develop the applied skills of students, different learning models are used: discussion, team casework analysis, solution of problem issues, discussion of educational materials, which help develop the student's critical and analytical thinking, innovativeness and creativity.

Seeking to ensure participation of students in the formation of the study process, they are involved into the preparation of new study programmes. Discussions on transformation of the existing programmes are held with students.

The first-cycle study programme awarding a bachelor's degree is conducted in the Academy compliant with the first qualification title within the Qualification Structures in European Higher Education.

There is a programme coordinator in the Academy who supervises the implementation of study programmes and its quality. He organizes the renewal of modules, literature used, or creation of new models, as well as oversees the course and defence of graduation papers.

Currently, transiting to the ECTS credit system takes place. Annotations of subjects are renewed and programmes are revised. Annotations of subjects are changed together with the syllabus. Modules provide expanded information on a subject, its aims, learning outcomes, evaluation criteria, quality assurance, and renewed literature.



In the Academy, tests in all subjects are taken in writing. Therefore, if doubts arise, it is always possible to take another test, or to form a commission which would assess a student's knowledge repeatedly. Also, tests in a number of subjects is held on an accrual-based principle. Several interim tests, problem solutions, casework analysis are organized; also primary and secondary investigations, presentations are carried out. Work is carried out individually and in a team. The diversity of testing forms discloses students' abilities even better, and provide them with the possibility to express their individuality. Besides, their creativity and responsibility for other group members is developed, as well as the possibility of plagiarising and unfair accounting is minimized. Prior to starting to write a research paper, skills and entrepreneurial, decision-making abilities acquired by the student are tested. Business simulation is prepared what provides students with the possibilities to take decisions on production, marketing, finance, company management, as well as strategic decisions. Accountability for graduation papers is organised in AMB in two stages: a research paper is prepared and a final examination is taken.

1.1.4. Advancement of teachers' competences

The need to change and to improve qualification is changing. Previously, computer literacy skills, use of IT methods in studies had to be improved, whereas now there is a need to develop scientific research skills, to integrate knowledge and research methods from different fields. Besides, knowledge of information systems, cultural, social changes, also of changes in international markets and their forecasting, as well as understanding of competitiveness and competitive advantages is still very relevant.

The need for knowledge is changing, therefore it is important that teachers took interest in, combined their knowledge of the subject and educational skills. During transition to the development of students' abilities and lifelong learning, the role of the teacher is changing. Currently, a teacher gives more time not to convey knowledge, but to systemize them, to indicate the sources, to create tasks, situations and to analyze them; to consult students and to guide them. Knowledge, accumulated and created by teachers and researchers are disseminated to students, publicized and announced to colleagues in conferences and society in the printed media. These processes are directly associated with the changes in staff qualifications and the development of AMB scientific research. The Academy teachers are provided with the conditions to participate in scientific research programmes, to attend conferences, to prepare publications, monographs, textbooks. Foreign specialists are invited who conduct workshops and discussions on relevant issues. For example, Yusif H. Akbar delivered a lecture to AMB scientists on the writing of scientific articles; Pawel Prystupiuk held a workshop on leadership, etc. Teachers and students participate in lectures and workshops of invited lecturers. Teachers attend workshops, or undergo placements at foreign universities. For example, Povilas Daniušis was on a visit at Max Planck Institute for Biocybernetics in Tuebingen, Darius Plikynas was on a placement at Southern New Hampshire University and RPI Rensselaer Polytechnic Institute, Andrius Budrionis – at the University of Girona (Spain), etc.

Under market conditions, the advancement of professional skills is the employees' responsibility. The employer only incites and provides conditions for those who are willing to raise their qualifications. If a teacher fails to meet the qualification requirements, he/she is replaced with a more qualified one.

1.1.5. Student support

The Academy students are regularly provided with all-rounded support – academic (instructional), psychological, financial, legal. Students receive learning materials (books, lecture cycles, lecture notes, lecture slides, etc.) and are provided with excellent conditions for independent work without limiting the time for independent study. Self-control tests are contained in the information system, as well as additional study materials or other instructional assistance. There are cases when due to sickness, business trips or other circumstances a student may not arrive to take an examination. Then, the Department of Studies always organizes the taking of an examination at additional time free of charge. Students are informed on the



available places for practical training or work. If a student gets a job, it is always simple to change the study mode, thus enabling him/her to work and to study.

The tuition fee at AMB is to be paid per semester. It is also possible to make payments on a monthly basis, or, in exceptional cases, payment may be postponed and a student may be allowed to attend lectures and to take examinations without interrupting his/her studies. There is a possibility to pay the tuition fee by the employer. In this case a tri-lateral agreement is entered into.

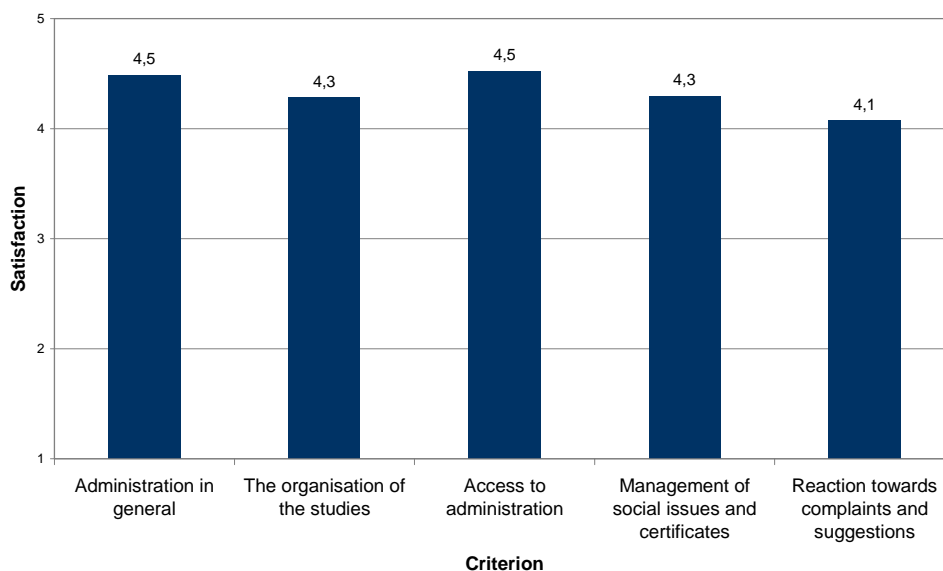
Information on social scholarships and state-supported loans, a possibility to get a scholarship for studies abroad is made public both, on AMB website, and on notice board. Since the AMB administration knows its students fairly well, information is also conveyed personally.

Data on students' results are compiled in the information system created by AMB (AMB IS). Here students may view their study results, find self-control and accountability tests, tasks, study materials, particular document forms, also other information that may be useful to the student. Every student, teacher and the administration have access to the system; therefore information necessary at any time is accessible in an easy and convenient way. AMB graduation papers are compiled in the AMB IS.

1.1.6. Management of the Academy

The organizational structure has few management levels, whereas the main functions of activity are distributed among staff members. Such structure conforms to the AMB culture, ensures fast information exchange and decision taking. Students do not encounter a bureaucratic routine and receive necessary information or documents fast. Regular and informal cooperation among the administration, teachers and students is an essential feature of AMB management. Professionalism of employees, attention to the user enables to solve management issues and problems in an efficient way. As we see from the Picture 1.5, the students are satisfied with administration.

The Academy is a very flexible scientific and studies institution. It quickly responds to changes in the environment; all units cooperate efficiently (see Picture 1.6). The main attention is devoted to the students. Attempts are made to create favourable and beneficial conditions for study.



Picture 1.5. Student satisfaction with AMB administration

(1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)



Picture 1.6. Organizational scheme of the Academy of Management & Business) (units that planned to be established are marked in red)

The Senate is AMB self-government unit. The main function of the Senate is quality assurance in studies, creation of new study programmes, approval of the teaching aids to be published, discussion of programmes on the applied research activity and scientific research development. The Senate submits study programmes for registration to the Ministry of Education and Science, examines draft AMB development plans, evaluates self-assessment reports, etc.

The Students' Representative Office is mostly concerned with the organization of events, participates in quality assurance in studies, assists in the implementation of internal and external surveys. The Academy management is easily accessible, therefore there is no need for mediation between the administration and the students' function.

The Division of Marketing and Publishing takes care of the search for students, investigates and analyzes the existing and possible clients, maintains relations with AMB graduates, furnishes information to the organisers of studies, takes care of publishing of AMB textbooks and their sale, also supervises AMB website and social networks. It prepares research materials, reports, periodic publication *Working Paper Series*, publishes books, lecture cycles that are distributed publicly. Publishing helps AMB to evaluate their quality and ability to compete on the higher school market, as AMB books are also used by students and lecturers of other higher schools and they are included into the lists of recommended sources of already prepared programme modules.

The Division of Studies organizes the study process, draws up timetables of studies, examinations and repeat examinations. They provide students with learning resources, take care of classrooms, visual aids, administrate the library, collect information on literature necessary for renewing the AMB library. It also organizes the defence of graduation papers. Besides, it provides student support, notifies of the places available for practical training and work, administrates the issue of students' certificates, furnishes information on social scholarships, state-supported loans, offers to award grants to the students who have demonstrated the best results in studies.

The Division of International Relations organizes exchange of students and teachers, invites foreign professors and businessmen to read lectures, to conduct seminars or to prepare subject-based games. It maintains relations with foreign universities, administrates the RIBA (Raise International Business Awareness) project.

The ECDL Centre. An examination centre to receive a European computer driving licence. The centre's activity is intended for internal and external consumers.

The Research Centre is aimed to develop theoretical and applied research, to involve active scientists and students into research activity. The Research Centre organizes workshops for AMB community, also coordinates and carries out research projects, provides consulting to business companies, prepares modules



of study programmes, integrates the findings of research into the study process, prepares articles or instructional materials to students.

Bachelor's degree studies. As AMB is not big and it is difficult to notice the role of departments, its organization structure has been changed. Departments were eliminated and instead their functions have been assumed by the Division of Study Programmes and the Research Centre. A democratic and free work atmosphere prevails in the Academy, therefore mutual communication is efficient. The Department of Study Programmes supervises the implementation and quality of study programme. It organizes the renewal of literature used, and the creation of new modules, as well as supervises and administrates the course and defence of graduation papers.

Master's degree studies. Currently, AMB prepares a master's study programme. This activity will be developed more when AMB starts organizing master's study programmes.

1.1.7. Human resources

The biggest asset of the Academy is qualified, enthusiastic and creative employees. These are the criteria on which basis the teachers are selected. The number of administration employees is rational. The ratio of the services provided by the staff and the costs for its maintenance is efficient.

Table 1.6. Number of teachers and qualification

Study programme/ year	Total number	Number of teachers	
		Teachers holding a scientific degree	Teachers holding a professor's/ associated professor's degree
Business management			
2006	69	35 (51%)	24
2007	56	28 (50%)	22
2008	55	28 (51%)	18
2009	50	29 (58%)	20
2010	42	24 (57%)	16
2011.	45	26 (58%)	18

The greatest part of teachers and researchers have been working at AMB for quite a few years, therefore they know the principles of AMB activity. Teachers' workload is distributed in such a way as to ensure an alternative teacher of analogous qualification to teach the very same subject. This enables to ensure a continuous study process in case of teacher's sickness or departure. Failure to arrive to a lecture by a teacher is an exclusive case. New staff members are planned and invited half a year before the start of work. Usually, the administration collects information on possible candidates. It is interested in their qualification, research interests, personal qualities, practical, research and educational activity, communication skills, and cultural values. It is assessed whether a candidate meets the criteria formulated by AMB and would contribute to the attainment of aims of the university activities.

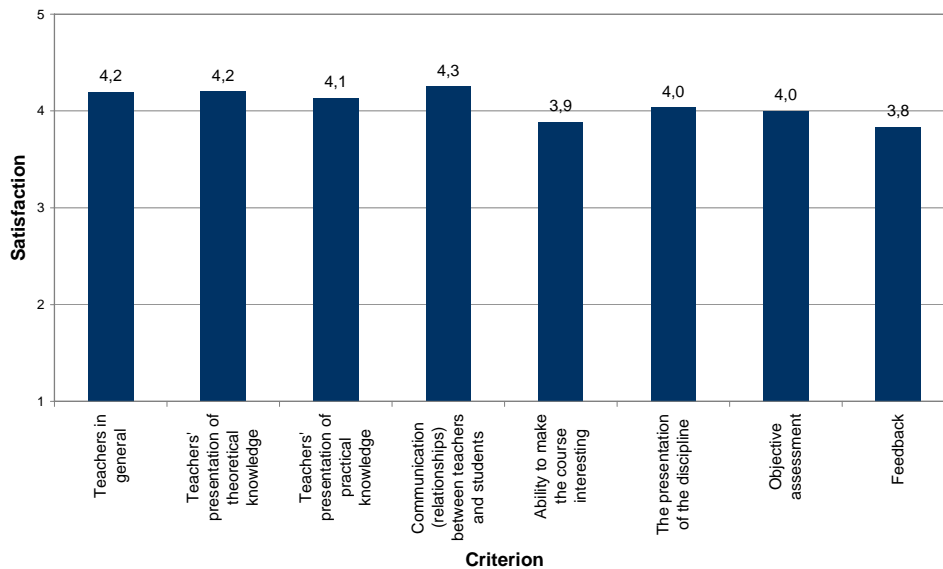
There is no sense to formalize the screening process, as each situation is unique, therefore recruitment is carried out on the basis of the general screening principles.

The work of teachers is controlled by the administration. The Division of Studies controls drawing up of the timetables and implementation of the programmes. The coordinator of study programmes supervises how the content is renewed, individual plans executed, and accepts offers. The atmosphere in the Academy is open and democratic, therefore all processes are transparent. Minor problems become visible fast and are subject to solution. The administration cooperates with the Students' Representative Office, frequently confers and listens to students' opinions and suggestions. If dissatisfaction arises, their response is fast. If attendance in a particular subject reduces, the administration talks with students and a teachers, and finds out the reasons thereof.

The staff are rewarded for significant results both, with material and non-material means. Annually, students select the best teachers of the Academy. During a Christmas party they are handed respective

diplomas and shown exclusive attention. Staff members are awarded with the Academy's brand gold badge for the biggest contribution into the implementation of Academy aims. The most important, however, is the fact that the administration notices the achievements, acknowledges and respect these employees. AMB employees are paid extra for additional benefit they created to the Academy. Extra pay is paid for publications; also IT equipment for use at home is purchased to them, etc.

Awards for merits in the development of student activities were granted to the student Marina Curko; for research popularization and a cycle of different articles in his enlightening activities – to Assoc. Prof. Jurgis Žvinklys, for research activity and achievements – to Prof. Darius Plikynas, etc.



Picture 1.7. AMB student satisfaction with teachers

(1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)

As we see from the Picture 1.7, the students are satisfied with the lecturers and this satisfaction level is acceptable by the AMB.

1.1.8. Facilities and learning resources

Studies are organized in the Academy in different modes. Therefore is possible to organize teaching in rather small premises. Recently, repairs of classrooms, library and reading hall has been completed, what improved the conditions for study.

Currently, AMB 7 classrooms supplied with all equipment, projectors, computers, etc. necessary for studies has at its disposal. The Academy has acquired laptop computers, therefore desk-top computers are being eliminated. Laptop computers enable to organize lectures more freely. For a number of subject software is used, whereas laptop computers may be easily carried to any classroom. Besides, this provides excellent conditions for students' independent work. Upon availability of vacant classrooms the students may do their study tasks unrestrictedly and quietly. It should be noted that the students may freely use the internet communication, to print their paperwork, to prepare visual material of their presentations, to read or to publish messages on the website.

The information basis of the Academy library is regularly improved; a library electronic catalogue has been created. Books in different languages – English, Russian, German - have been accumulated in the library. Here, books issued by AMB, as well as lecture cycles or lecture notes are available (see table 1.7). Literature sources for implementing the study programme are sufficient.



AMB maintains close relations with different departments of the Ministry of Economy, the Bank of Lithuania, etc. The Academy steadily receives publications of these organizations on economy in Lithuania, small and medium sized business, etc.

The efficiency of use of facilities and learning resources is determined by the fact that the Academy of Management and Business is not a budget-funded, but a private institution that provides education services. The Academy uses all premises – classrooms, library, reading-gall, administration premises on the basis of the lease agreement. Profit used from AMB activity is used for the acquisition of assets necessary for the research and study process – computers, applications, demonstration equipment, books, etc.

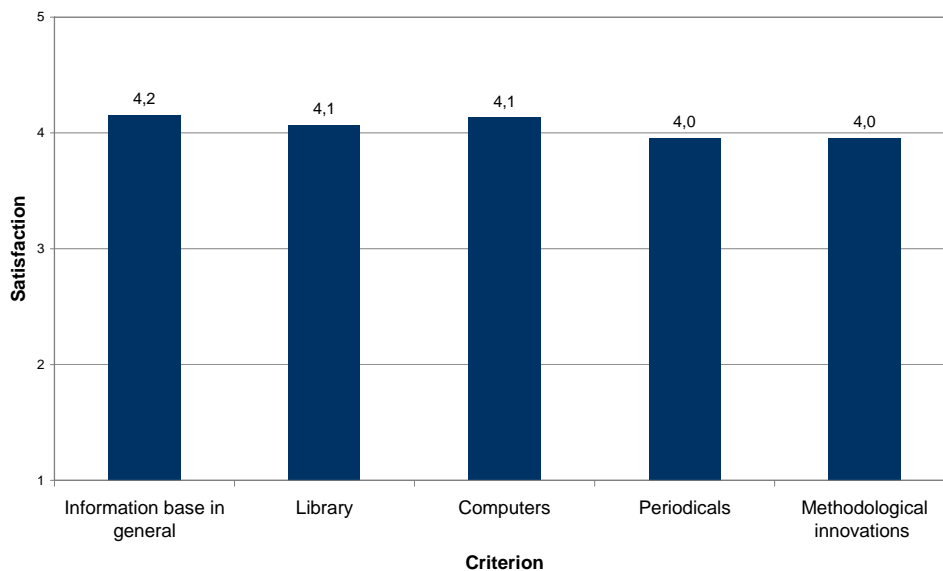
Innovative permanent management of the facilities and learning resources is ensured by:

- 📖 Efficiency related with the status of private schools;
- 📖 Rational use of premises on the basis of lease;
- 📖 Optimization of lecture timetables, integrity of premises;
- 📖 Combination of different study modes.

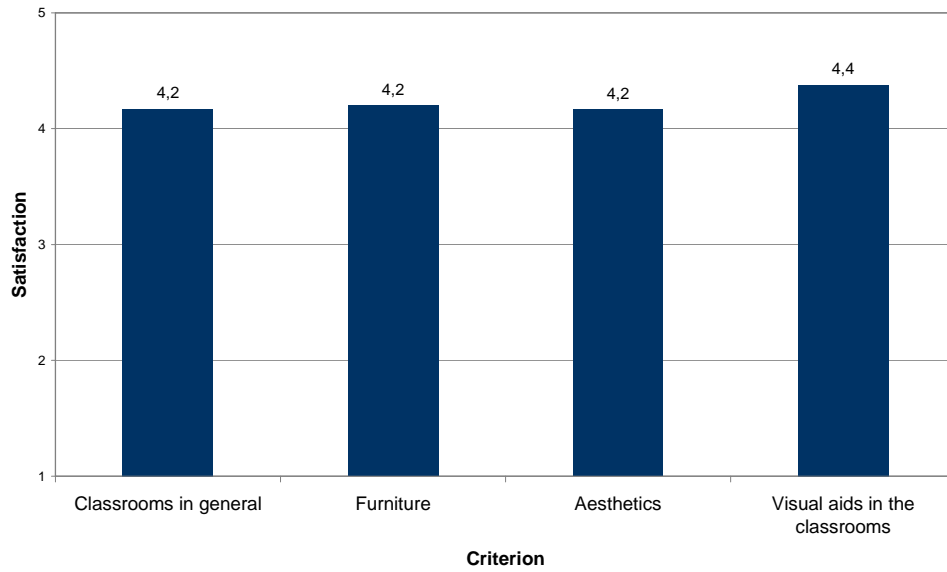
The improvement of quality of facilities and learning resources used for studies and identification of the needs thereof is associated with the main aim of ABM – to continuously improve the educational services provided. A lot of efforts are put by the Academy to create welfare for students. Students receive textbooks, lecture notes free of charge. In addition, they are provided with drinking water without restrictions, as well as they may have a coffee or tea. They have unrestricted access to use the internet, copy machine, printing devices for study needs.

The private status of the Academy does not allow to use its resources in an inefficient way. The acquisition of facilities and learning resources is related with the benefit to be received by the organization, and with the outcome on how these resources will be used.

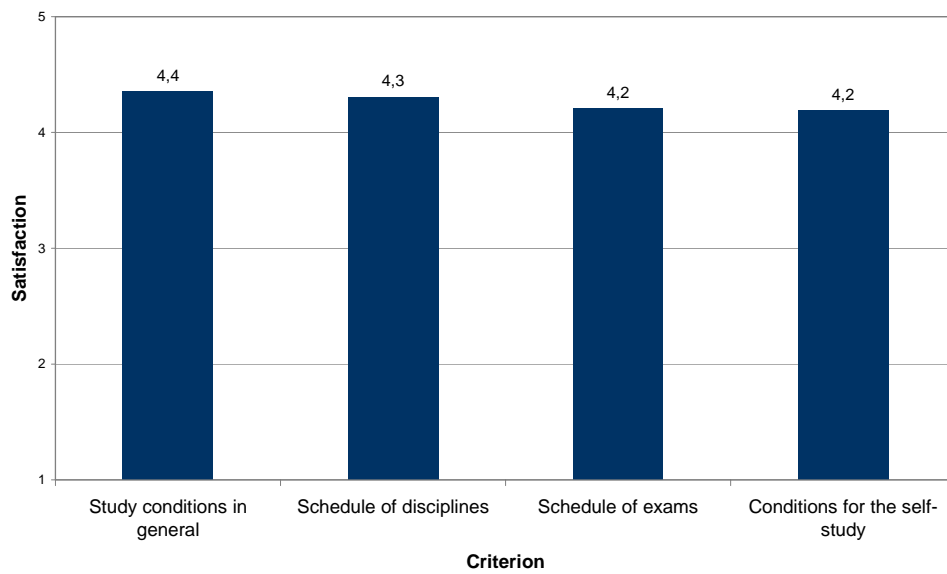
As it is seen from the pictures 1.8, 1.9 and 1.10, the students are satisfied with the information database of the Academy, classrooms, study conditions and the conditions for self-study.



Picture 1.8. Student satisfaction with AMB information basis
(1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)



Picture 1.9. Student satisfaction with AMB classrooms
(1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)



Picture 1.10. Student satisfaction with Conditions for study
(1 – very unsatisfied , 2 – unsatisfied, 3 – neither satisfied nor unsatisfied, 4 – satisfied, 5 – very satisfied)

The public establishment the Academy of Management & Business is a private economic entity therefore its funding sources completely depend on the results and efficiency of activities. AMB revenues and costs during the recent years is provided in Tables 1.7, 1.8 and 1.9.

**Table 1.7 . AMB revenues**

Metai Type of revenues	2005		2006		2007		2008		2009		2010	
	Litas	Per cent	Litas	Per cent	Litas	Per cent	Litas	Per cent	Litas	Per cent	Litas	Per cent
Tuition fee	1577235	95,6	1903461	95,1	2190930	93,5	2459521	94,0	2428391	92,4	1764558	98,7
Income from sale	11935	0,7	43777	2,2	46210	2,0	42292	1,6	5989	0,2	8230	0,5
Other income	20525	1,2	21678	1,1	28438	1,2	43641	1,7	9479	0,4	3320	0,2
Support fund	1562	0,1	3172	0,2	3392	0,1	4459	0,2	5338	0,2	3584	0,2
EU funds	38477	2,3	29615	1,5	75051	3,2	25363	1,0	11860	0,5		0,0
Government funds								0,0	3000	0,1	8000	0,4
Business company funds							41434	1,6	165437	6,3		0,0
In total	1649734	100	2001703	100	2344021	100	2616710	100	2629494	100	1787692	100

The main source of AMB revenues is the tuition fee. Additional revenues are derived from the sale of books, funds received from business companies for consulting activity, etc. Table ZZZ provides an itemization of investment type expenses.

Table 1.8. Total investment type AMB expenses (Lt)

Expenses / Year	2005	2006	2007	2008	2009	2010
For advancement of teachers' professional skills	28525	20720	9345	14217	11293	921
For acquisition of literature	20962	28399	22711	58020	8002	1595
For acquisition of equipment	26136	12013	70196	15421	12613	0
For acquisition of computers	35774	18492	64508	9775	0	12230
For acquisition of fixed assets and repairs	131570	12018	4017	7210	0	0
For acquisition of other goods	112175	78449	101918	54705	36564	52670



Table 1.9. AMB costs

Year	2005		2006		2007		2008		2009		2010	
	Litas	Per cent	Litas	Per cent	Litas	Per cent	Litas	Per cent	Litas	Per cent	Litas	Per cent
Wages and social insurance	997655	63	1242090	67	1694043	72	1815239	73	1613696	68	1172042	66
Costs of teaching aids	24866	2	32244	2	40269	2	30747	1	16684	1	12132	1
Lease	150757	9	146735	8	156943	7	163762	7	181503	8	192231	11
Repairs and operation	20670	1	2110	0	9985	0	12000	0	9000	0	1580	0
Communication and other services	10294	1	15012	1	20992	1	19960	1	15795	1	11264	1
Asset depreciation and amortization	49262	3	66234	4	74742	3	98266	4	93406	4	73171	4
Costs of scientific research	265010	17	202020	11	189001	8	251197	10	283240	12	265463	15
Other costs	71609	5	144083	8	155452	7	88085	4	157946	7	34877	2
In total	1590123	100	1850528	100	2341427	100	2479256	100	2371270	100	1762760	100

All funds are allocated for the implementation of AMB aims and plans. The costs of employment of teachers and administration and of scientific research constitute the major part of expenses, what demonstrates that AMB funds are devoted exclusively to the study process and research activities. These are the main priorities of AMB activity.

1.1.9. Academic ethics

Academic ethics is reflected in AMB regulations of studies and internal order, methodology of preparing paperwork and graduation papers, as well as AMB statute.

In the Academy it is obligatory to abide by the general moral standards and academic ethics, what ensures that relations among AMB community and students were based on respect, impartiality, tolerance, transparency, and collegiality. The observance of these standards obligate students not to crib during tests, not to plagiarize, not to bribe, as well as to respect their colleagues and other AMB community members. A culture of intolerance to dishonesty prevails in the Academy. For example, at the end of preparing group graduation papers students evaluate the input of each group member into the final result, and the student who has not made a contribution may be eliminated at the majority decision of the group members. In this case he is provided with the possibility to write a graduation paper individually. Teachers and other employees are also obligated to abide by the academic ethics and general morale standards: not to discriminate students on the basis of their age, sex, appearance; to respect all students equally; to evaluate students according to their knowledge; not to provide conditions for student academic dishonesty during tests and examinations.

After conducting the development analysis of strategic management of Academy of Management & Business, it is possible to state that the Academy performs strategic activity plan. The scientific activity is particularly well-developed, international level researches are carried out; students are involved in scientific activity. The package of services is expanding quite successful, the branch of management information



systems was created, two studies modules intended for foreign students were created. However, the major weakness is that the Academy does not provide the intended master's degree programme. As it was mentioned in the carried self-analysis, the main reasons lie in the provisions of the legal acts of the Republic of Lithuania. The presence of second cycle studies at AMB would expand considerably the package of services, strengthen the research activity, consolidate of university status of AMB, increase the attractiveness, etc. Also, the AMB provides one studies programme Business Management, the demand of this programme tends to be low, and therefore it is necessary to create new studies programmes of the first cycle. The Academy carries professional research activity, it allowed to become an expert, the published monograph, the created translation robot, and the consultations to business companies. AMB looks for the cooperation partners, the result the created master's degree programme which was developed with the help of Lithuanian Innovation Centre, also scientific research on the topic of entrepreneurship and innovations is planned.



1.2. Studies and lifelong learning

The Academy currently provides one study programme. The data of the programme is given in Table 2.1.

Table 2.1. The Programme of Business Management

Study programme	Business Management	
National code	The old one – 61203S124	The new one – 612N10001
International code	ISCED – 51134	
Type of study programme	First-cycle studies with a university degree	
Mode of study and length of programme in years	Full-time - 4 years, part-time – 5–6 years	
Workload of studies (the number of ECTS)	160	240
Specializations	Financial Management, Marketing Management, Project Management, Management Information Systems	
Qualification awarded	A higher university education and the degree of Bachelor of Business	

The programme of Business Management is designed that each graduate could successfully adapt himself to the labour and business market changes. All students in their final year can choose the specialization: *Financial Management, Marketing Management, Project Management* or *Management Information Systems*. The AMB graduate of academic degree programme of Business Management is awarded a *higher university education and the degree of Bachelor of Business*.

The aim of university type study programme of Business Management is to prepare business bachelors that are able to tackle the business environment and technological changes as well as to meet the requirements of today's labour market. The final goal of the graduates is an independent business, business partnership and investment, further studies (master's, doctorates). The Academy educates a creative, socially developed and responsible personality able to evaluate one's risk, abilities, and to use the possibilities provided by the market and to create his future in the changing world.

The structure of the programme. The first year of the studies is dedicated for the general higher education courses, later – the courses of management and business fundamentals in social sciences. After acquiring some experience during the practice, the students have a possibility to choose the specialization in their final studies year at the Academy. The conscious choice of the mature student is based on the clear decision for the direction in further career; therefore, self-education and the analysis of the final work are more oriented towards the needs of the student and the labour market.

As it can be seen, the aims of the AMB study programme, to develop a fully educated, ethically responsible, creative and entrepreneurial personality, are compatible with the strategy of the AMB, the provisions on Higher Education of the Republic of Lithuania and the European Higher Education Area.

Nevertheless, that the demand of the classical business management programme in the market tends to be low, the Academy is ready to prepare innovative programmes of bachelor's and master's degrees, that aim at preparing an entrepreneurial and creative personality, also, that would be oriented towards business sector and entrepreneurship and would contribute to the country's and region's social and economical development.

1.2.1. The variety of conditions and forms of lifelong learning

The Academy organises the studies of different forms. The lectures and tests are held in the day-time, evenings, weekends, and in sessions. When the student gets a job, he has a possibility to change the mode of study. Also, there is a possibility to study according to an individual programme. Moreover, the elements of



distance learning are also incorporated in the studies process. For example, interim tests of some courses are available by using information technologies. The teaching methods are chosen upon request of the students, they are based on the application of new technologies by creating flexible and virtual studies space, distance studies system, and it increases the students' ability to learn lifelong independently from their geographical location or the learning needs. The students who do not have a possibility to come to the AMB often, they can take interim tests on the Internet, to consult and to discuss in a forum, also, to use the lectures' material on the AMB information system (IS). This built system creates the conditions that will allow the working students or the students who often travel on business or live far away to continue their studies (see Table 2.2).

Table 2.2. The list of self-control and interim tests at the information system of the AMB

No.	Course	The number of tests, situation analysis and tasks
1.	Language Culture	2
2.	English I	5
3.	Philosophy	2
4.	Basic Accounting	2
5.	Management	1
6.	Management Theories	1
7.	Financial Management	5
8.	Marketing	1
9.	Enterprise Economics	2
10.	Business Ethics	2
11.	Business Taxation	2
12.	Auditing	2
13.	Strategic Management	1
14.	International Marketing	2
15.	Money, Credits, Banks	1
16.	Interaction Psychology	
17.	Macroeconomics	3
18.	Law Basics	3
19.	Civil Law	3
20.	Sociology	2
21.	Social Psychology	1
22.	Quality Management	
23.	Marketing Research	2
24.	Information Technology 5	3
25.	Financial Analysis	1
26.	Organizational Behaviour	1
27.	Financial Management	5
28.	Microeconomics	3



Taking into account that most students at the Academy are the working people, the schedule of the courses are formed and adapted to their needs, sometimes an individual study schedule is offered when the lectures are given in the evenings, weekends or in sessions.

The Academy offers a possibility to acquire an academic education for people who have already earned a non-university education (a professional Bachelor). Applicants from a different field of studies can be admitted for further studies. For these applicants some courses are recognised and the duration of their studies is shorter. At the moment the students who have already obtained a higher education in law, history, medicine, engineering, etc. study or have already finished their studies at the AMB.

The AMB offers an opportunity to take certain modules of the courses. The graduates of the AMB use this possibility (for example, due to the changes of work the graduate wishes to take certain lectures, or he

started master's studies and he needs certain courses in a specific field or the employees from business organizations lack specific knowledge in business because they obtained an education in a different field).

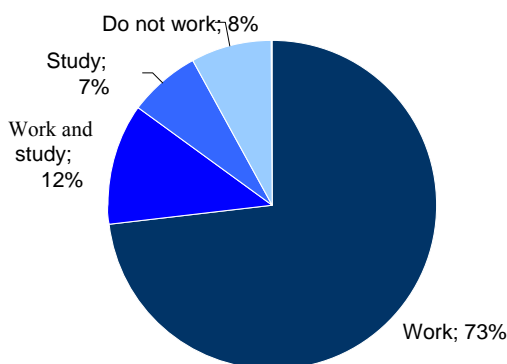
The variety of the patterns of study at the AMB offers a possibility for the student not to give up the studies but change the pattern of study when he finds a job or if the changes of work schedule occur. In addition to flexible studies schedule, the Academy gives the students the methodical material: books, the set of lectures published by the AMB or the conspectus, the examples of tasks, etc. (The list of the published books and conspectus is given in Annex 3 and 4).

1.2.2. The graduates

The Academy seeks to maintain close relationships with the graduates of the AMB. The data of the graduates is compiled via direct communication on the phone, e-mail, the researches are being conducted. The Academy is interested in the graduates' further life, what kind of work problems arise, how they evaluate the obtained education. The graduates' questionnaire are conducted, the work and the continuation of the studies are under supervision. Presently as it is shown in Picture 2.1, 2.2 and 2.3, 8 % of the graduates do not work,

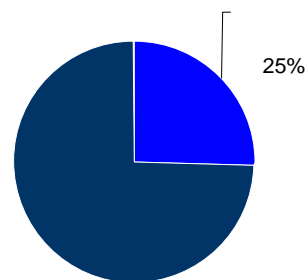


however, among them are the graduates who are on maternity leave or they have finished their studies this year and they have not started looking for the job. 85 % say that they work and 19% state they continue their studies. It is very important to note that 25 per cent of the graduates have their own business or develop family business. As much as 67 % of the graduates have already worked or found the work during the studies and only 8 % of the graduates have searched for the work more than 6 months. A significant proportion of the graduates are employed during the practice than they change the mode of studies. The Academy creates favourable conditions to change the mode of the studies so that the students could continue their studies.



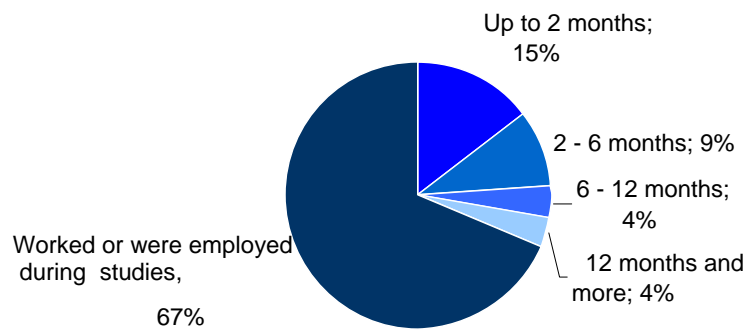
Picture 2.1. The activity of the graduates

Develop family business or their own companies



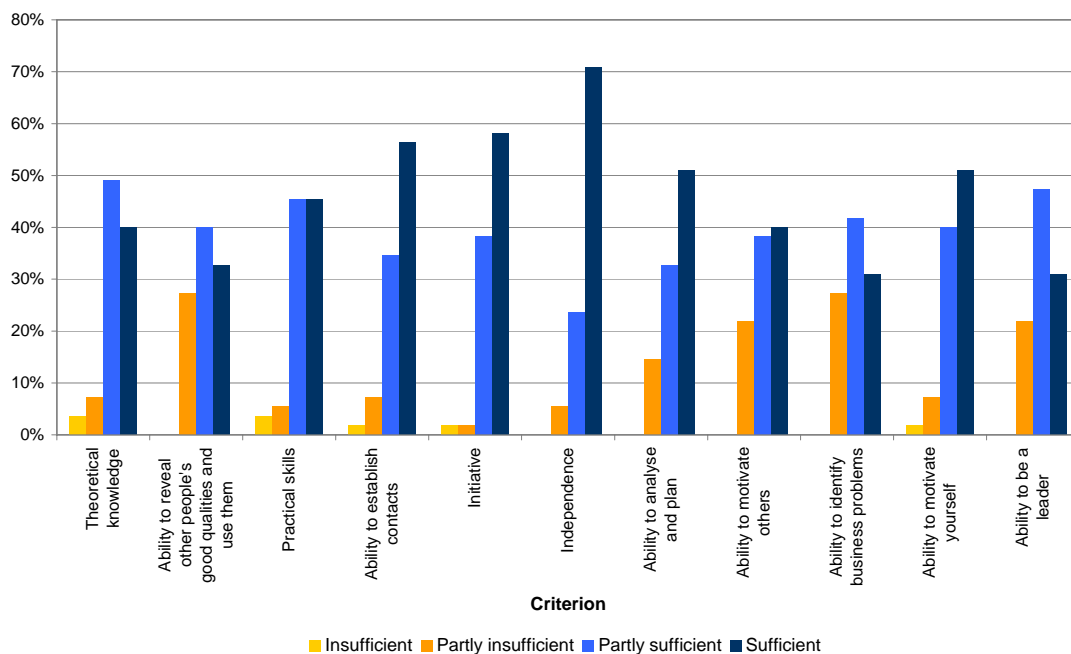
Employees 75%

Picture 2.2 What kind of job they work

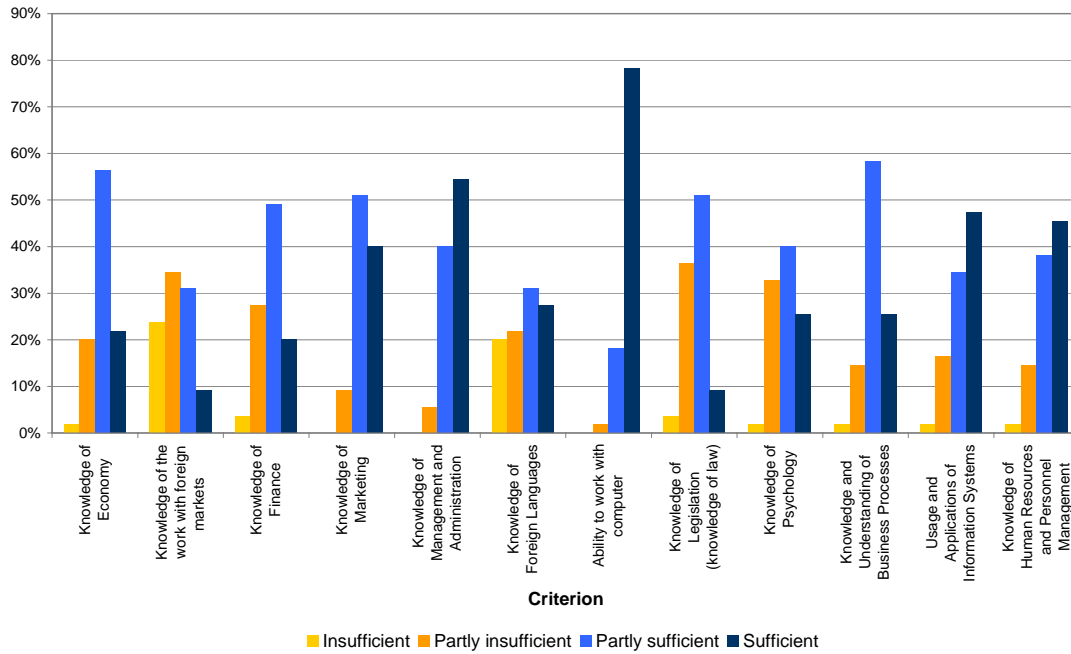


Picture 2.3 How long did it take to find a job or to set up business

The graduates of the AMB evaluate the obtained knowledge and abilities good (see Pictures 2.4 and 2.5). Independence, initiative, communication skills, etc. are evaluated very well. While evaluating the knowledge, students are sufficient mostly with the work of computer, the knowledge of management and business administration, marketing, management of human resources and information technologies. The students lack the work with foreign markets, the knowledge of law and foreign languages. It is natural because the Academy prepares the specialists of business but not the specialists of law or the professionals of languages. With the globalization of markets the lack of the knowledge with the foreign markets appear, therefore, the Academy will include and includes more disciplines which would help to increase the graduates knowledge of foreign markets.

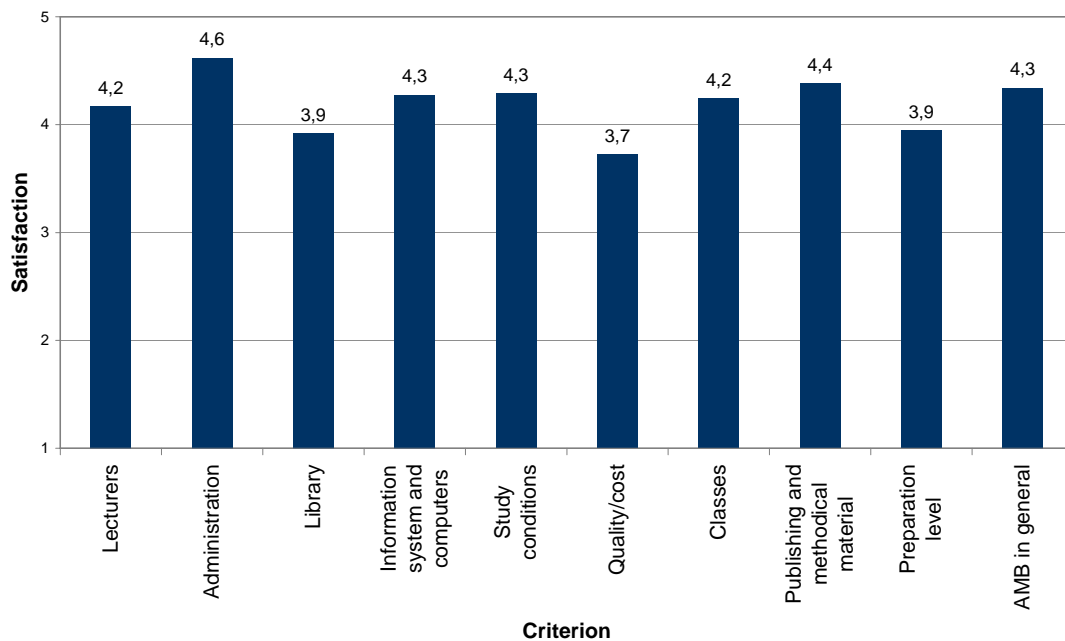


Picture 2.4 The evaluation of the graduates knowledge, skills and abilities



Picture 2.5 The evaluation of the graduates knowledge

The graduates are satisfied with the activities provided by the AMB (see Picture 2.6). They are highly satisfied with the administration, methodical material, information system, study conditions, they are rather satisfied with the ratio of quality and cost but this indicator is acceptable for the AMB, also, it is natural because the price is always sensitive to any user.



Picture 2.6 The graduates' satisfaction with the activity of the AMB

The picture shows that the career indicators of the graduates of AMB are good, as much as 25 per cent of the graduates run their own business or family owned business. The graduates contact the Academy while they search for new employees or trainees. As much as 56% of the graduates would like to study for the master's degree at the AMB.



1.2.3. Cooperation

The Academy of Management & Business cooperates with academic, social and business partners. The basis of cooperation is the development of the current study programme, the creation of separate modules as well as the development of new programmes. The cooperation partners are presented in Tables 2.3, 2.4 and 2.5:

Table 2.3. Social and business partners:

The organization	The forms of cooperation
Vilnius Chamber of Commerce, Industry and Crafts	The forms of cooperation include discussing study programmes, conducting self-assessment, examining labour market needs and participating in the commission at the final works defence.
Confederation of Business Employers' of Vilnius District	The forms of cooperation include discussing study programmes, conducting self-assessment, examining labour market needs. Also, the evaluation and creation of study programmes.
Lithuanian Society of Management	The meetings and seminars have been organised.
Lithuanian Innovation Centre	The cooperation deals with the preparation of the master's degree programme.
"Pokytis" Ltd	The seminar " <i>How to create a more successful business strategy?</i> " for the businessmen and the graduates. Also, the module "Sales Management" was created.
"EKT Group" Ltd	The cooperation includes the participation in the evaluation of the final works. The module "Consumer Behaviour" was prepared.
Confederation of Lithuanian Industrialists	The forms of cooperation include discussing study programmes, conducting self-assessment, examining labour market needs. Also, the evaluation and creation of study programmes.
Lithuanian National Union of Students	Students cards production, students researches, etc.
National Union of Student Representations of Lithuania	Students researches, etc.
State Studies Foundation	Grants, credits, social assistance.
Economics Institute of Lithuanian Academy of Sciences	The cooperation is based on the publishing of the training books and participation in the evaluation of the final works as well as the discussions on study programmes. The book " <i>The Strategic Management of the Firms</i> " has been published by the author A. Vasiliauskas.
"VIAE VENTUS" Ltd	The cooperation deals with the preparation of the course " <i>Sales Management</i> ", the development of the master's study programme, and the organised trainings.

Table 2.4. Academic partners

The organization	The forms of cooperation
Mykolas Romeris University	The cooperation includes the participation in the commissions for the evaluation of the final works.
Vilnius University	The cooperation includes the participation in the commissions for the evaluation of the final works.
Vilnius Gediminas Technical University	The cooperation includes the participation in the commissions for the evaluation of the final works.
The participation in the RIBA (Raise International Business Awareness) (RIBA partner schools are given below, see Table ZZZ)	Two one-term study programmes in English are developed for foreigners and the students of the AMB: <i>"Business Management in a Changing Environment"</i> <i>"Strategic Changes in the Knowledge-Based Emergent Markets"</i>



Table 2.5. The international partners of the AMB

The organization	The forms of cooperation
ARTEVELDEHOGESCHOOL (Belgium)	The RIBA project, the mobility of students and teachers under Erasmus programme.
KATHO KATHOLIEKE HOGESCHOOL ZUID-WEST-VLAANDEREN (Belgium)	The mobility of students and teachers under Erasmus programmes.
NEWTON COLLEGE (Czech Republic)	The mobility of students and teachers.
HUDDERSFIELD UNIVERSITY BUSINESS SCHOOL (England)	The agreement allows the students to obtain a double degree.
KWIDZYN SCHOOL OF MANAGEMENT (Poland)	The mobility of students and teachers under Erasmus programme.
UNIVERSITY OF FINANCE AND MANAGEMENT IN BIALYSTOK (Poland)	The mobility of students and teachers.
UNIwersytet Łódzki (Poland)	The mobility of students and teachers.
ROTTERDAM UNIVERSITY (The Netherlands)	The RIBA project, the mobility of students and teachers under Erasmus programme.
IDRAC LYON (France)	The mobility of students and teachers.
COMENIUS UNIVERSITY IN BRATISLAVA (Slovakia)	The mobility of students and teachers under Erasmus programme.
SATAKUNTA UNIVERSITY OF APPLIED SCIENCES (Finland)	The RIBA project, the mobility of students and teachers under Erasmus programme.
FINNISH SCHOOL OF SME BUSINESS ADMINISTRATION (Finland)	The mobility of students and teachers under Erasmus programmes.
HOCHSCHULE FUER WIRTSCHAFT LUZERN (Switzerland)	The mobility of students and teachers under Erasmus programme.
DOKUZ EYLUL UNIVERSITESI (Turkey)	The RIBA project, the mobility of students and teachers under Erasmus programme.
FACHHOCHSCHULE DEGGENDORF – UNIVERSITY OF APPLIED SCIENCES (Germany)	The mobility of students and teachers.
HIGHER SCHOOL INTERNATIONAL COLLEGE ALBENA (Bulgaria)	The mobility of students and teachers under Erasmus programme.

Also, it is important to mention that the Academy cooperates not only with the organizations but, also, with the persons that represent one or another organization. For example, the final works of the students are reviewed by *SEB*, *Nord LB*, the specialists of the Lithuanian bank, the specialists of the Ministry of Finance of the Republic of Lithuania and the Ministry of Economy, “*BALTOMEDIA*” *Ltd*, “*TIETOANATOR*” *Ltd*, “*HEXACON BALTIJA*” *Ltd*, the public institution “*Ekonominiai ir statistiniai tyrimai*”, *DPD Lithuania Ltd*, “*Lietuvos žinios*” *Ltd*, etc.

1.2.4. Consistency with the provisions of the European Higher Education Area

The provision for lifelong learning is reflected in the strategic documents of the Academy, both in the mission of the AMB (see the section) and in the separate priority of the strategic activity, to develop the services package for the consumers by ensuring the lifelong learning. The Academy organises the bachelor studies of the first-cycle, prepares a master’s study programme, and awards the degree. During the process of the studies the collaboration between the student and the teacher is emphasized. The update of study programmes modules, the transition to the ECTS credit system make easier conditions for the students’ international mobility. The content of the study programme is expanded and related not only to the local market but the aspect of internationality is emphasized. These make the assumptions to prepare the specialists of high quality who would be able to adapt themselves and to develop activities not only in the local market but in Europe as well.



1.2.5. Dynamics of international exchange of teachers and students

The Division of International Relations at the AMB organizes international exchange of the teachers and students. It is responsible for the international cooperation, the support, the development and the formation of foreign relations. The Academy inspires the internationalisation and the active involvement in the EU education and scientific programmes. From the geographical point, the Academy seeks to cooperate with higher education institutions in different countries. The information about the student mobility programmes is available at the international office and at the website of the Academy. The information is continuously updated and supplemented. The international office closely cooperates with the outgoing students before and after their studies abroad. The Academy strengthens the relationships with the partner institutions, the lectures are invited to deliver the lecturers in English as well as to share good practice with the AMB society. The joint study programme is being developed among the RIBA partners institutions.

Each academic year in autumn and in spring the international office organises the informative days for students about the possibilities of studies abroad. At this event the incoming students present their institutions, the students of the AMB present their experience and impressions about the Erasmus studies abroad. From time to time the guest teachers come to this event to meet with the potential Erasmus students and promote their institutions.

The mobility of the students and teachers is given in Tables 2.6 and 2.7.

Table 2.6. The number of outgoing students and teachers under the international exchange programmes.

Year	Programme/agreement	The number of students participated in the mobility	The number of teachers participated in the mobility
2005/2006	Socrates/Erasmus	2	2
2006/2007	Erasmus	3	3
2007/2008	Erasmus	1	2
2008/2009	Erasmus	2	2
2009/2010	Erasmus	0	0
2010/2011	Erasmus	2	0

Table 2.7. The number of the incoming students and teachers under the international exchange programmes.

Year	Programme/agreement	The number of students participated in the mobility	The number of teachers participated in the mobility
2005/2006	Socrates/Erasmus	2	2 1 (not under Erasmus programme)
2006/2007	Erasmus	0	1 ((not under Erasmus programme)
2007/2008	Erasmus	8	1
2008/2009	Erasmus	12	1 1 (not under Erasmus programme)
2009/2010	Erasmus	0	0
2010/2011	Erasmus	0	2

The AMB students got the opportunity to study abroad in 2000. The network of partner schools has been developed continuously in order to offer more possibilities for the students to choose their places of studies abroad. Respectively the number of the incoming students has increased since 2007; however, due to the economic recession which affected the activities of the Academy, the investment into the international mobility was reduced in 2009-2010. It should be noted that it affected the students' mobility because the students finance their studies abroad from personal funds because the scholarships are not big and the additional financing is necessary. However, the student mobility is developed further from this year; two students are elected for the studies abroad (at the universities of Hochschule fuer Wirtschaft Luzern and



Arteveldehogeschool). The Academy expects that the joint study programmes will attract more students. Also, the better economic situation will inspire the greater mobility of the students and teachers.

It is important to mention that the Academy has participated in the second biggest curriculum development project “RIBA” (*Raise International Business Awareness*) since 2005 (RIBA partner schools are provided in Table ZZZ). Therefore, the students are able to go for one term studies abroad to one chosen RIBA partner schools under this programme or they can study together with the foreigners here at the Academy. The Academy offers two modules in English for foreigners: “*Business Management in a Changing Environment*” and “*Strategic Changes in the Knowledge-Based*”. The Academy has organised three times the studies for the foreigners in the English language. The first students came from the partner school Arteveldehogeschool in 2005. In autumn 2007 eight students studied from four European countries (the Netherlands, Belgium, Turkey and Slovakia), in autumn 2008 the first students from Czech, Poland and France, etc. arrived and took the courses in English and defended the projects together with AMB students. The involvement of the AMB students into the RIBA project was positively evaluated by the students themselves. The students who wanted to study abroad but could not go due to the job, financial aspects or other important reasons; they had a unique opportunity to feel the international studies possibilities at the Academy. The feedbacks of the foreigners about the studies at the Academy were excellent. The number of the incoming students grew systematically. The Academy awards the RIBA certificates for the students who have satisfactorily completed their studies.



The Academy makes use of the Standard Erasmus Charter. This charter is for the students and the personnel mobility. The Academy handed in the application for the Extended Erasmus Charter that the students would have a possibility to do placements at the companies in the European Union.

In spring 2011 the teacher Pawel Prystupiak (University of Finance and Management, Poland) delivered practical trainings on the topic “*Becoming a Leader*”. Also, one more teacher Sandra Ricardez Delli (IDRAC LYON, France) delivered the seminars on the topic “*Interpersonal Techniques of Communication*” for the students and the graduates of the AMB. The Academy plans to have similar trainings by foreign professors each year in spring.

In 2010 the international project “*Office interActors*” took place with the duration of several months. The aim of the project was the development of the major and professional business abilities by solving the problems with the help of feature of situations in virtual environment. The AMB students together with the students from France, Spain, Belgium and other countries were divided into two groups: the business consultants and the businessmen. The students created the name of the imaginary company, the logo, the aims and the presentation of the activities.

One of the main aims of the AMB is to develop the internationalisation. By seeking to strengthen intercultural competences, the Academy has to increase the number of incoming and outgoing students. Also, the Academy has to invite more lecturers to deliver lectures and seminars in English. The Academy has to contribute to the movement “Europe 2020” by encouraging the youth to get involved in the implementation of the knowledge strategy objectives and the formation of the economy. Also, to look for the partner schools which seek the accreditation of the joint diploma. Finally, to develop the circle of Erasmus partner schools in UK.

After conducting the analysis of studies and lifelong learning it is possible to state that the Academy provides the studies that are compatible with the needs of country's economy and the development. The studies programme is oriented towards the entrepreneurship education. The conditions are created for the lifelong learning, studies are organized of different modes, the elements of distance learning are integrated in the studies process, that allow for the working students or those who live further to continue their studies.



The Academy also creates conditions for the students of other universities to continue their studies at AMB. The graduates are satisfied with the AMB; they evaluate the acquired knowledge and skills positively. The Academy cooperates with academic, social and business partners. These partners mostly participate in the defence of final works, in the meaning of qualification evaluation. The Academy improves studies modules, creates the programmes, provides consultations and organizes the seminars. The latter activity is not developed a lot at the Academy, however, the AMB orients its activities towards studies organization, and, therefore, the activity is not directed towards trainings of enterprises personnel or seminars. It is observed that the formal relations with the business companies are not dominant at the Academy, however, more informal relations with single persons of different business companies; it makes the cooperation more sincere, effective and rational. The Academy develops the activity of international relations on the rational basis; the most effective participation is in the RIBA Project. The movement of international students is not big because it is influenced by the personal incurred expenses. It is planned to increase the frequency of incoming teachers.

1.3. Science activity

As a response to the traditions and experience of different areas of science in the Academy, the demand of complex scientific research in the Lithuanian market and the necessity to be oriented towards more coherent priorities for the European Research Area, since 2002 a Research Centre (RC) has been established in the Academy. The members of the Research Centre are the researchers of the AMB, other Lithuanian and foreign universities. The objective of the Research Centre is to develop theoretical and applied research, to involve active researchers and students into the scientific activities. This aspect is reflected in the mission of the Academy and the strategic priorities (see Annex 1.).

The members of the AMB Research Centre present their reports at the international conferences; the articles have been published in prestigious scientific journals of Lithuanian and overseas as well as professional press. The RC organises the seminars on actual topics, the presentations are delivered by the members of the RC, the researchers of Lithuanian and other foreign universities, economists, banking analysts and businessmen.

The AMB RC has achieved a lot during the short time of period – the publications in the scientific journals in Lithuanian and abroad, 21 publications in prestigious ISI level journals (see Annex 2.), a periodic journal “*Working Paper Series*” of the AMB, RC is registered and published, where the scientific research, conducted by the AMB and partners, are presented, as well as the pilot projects and other news (see Annex 5.). The following monographs: Egidija Laumenskaitė “*Vladas Jurgutis: the Great Economist and Teacher*” and Darius Plikynas and Povilas Daniušas “*Computational Intelligence and Multi-Agent Systems in the Social Domain: Methods, Applications, and Perspectives*”.



The AMB RC uses its own scientific library, the research are carried out in the scientific laboratory where the modern hardware and software are available. Along with the Ph.D. scientists work the students and PhD students in the scientific laboratory. In order to satisfy their needs, two servers are used and other necessary equipment. The available technical means enables to develop the applied prototypes which have been already created.



The importance of the carried interdisciplinary research by the AMB RC at the national and international level was recognised by the Research Council of Lithuania with the grant received in 2010. This grant inspired the development of the AMB RC by involving new scientists from different fields for the joint research (the specialist of Biophysics, M. Grigalavičius, and the expert of information systems, A. Budrionis, and others are accepted). The AMB RC conducts and develops the scientific researches that are in compliance with the priorities of the European Research Area.

Also, the AMB RC aims at developing the open scientific research area by incorporating foreign researchers (e.g. the member of the EU project, a foreigner, from other university in the EU is foreseen, who conducts the research within the Project area).



The scientific activities of the AMB are oriented towards the scientific research of international level. The major achievements of the AMB RC are related to the development of computational intelligence paradigms and their application in the area of economy by analysing financial capital trends. Other researches of the RC are based on the penetration of Internet and its customers, the analysis on the topics of business ethics and leadership, Lithuanian enterprises' competitiveness in the EU market, the systems of automatic translation and the migration problems. With efforts of the AMB RC a unique translation robot based on the methods of computational intelligence has been created (see. www.vvam.lt).

Further research topics are discussed with the lecturers in advance taking into account rational choice of research areas and their actuality for Lithuanian economy.

The RC conducted research in the area of energy which is extremely important for the society – *an investigation into Electricity Energy Pricing*, the leader – Assoc. Prof. J. Žvinklys. Students participated also in research. The results were made public in the scientific articles which became the basis of National Control Commission for Prices and Energy for the old methodology review and the creation of a new one.

The plan of scientific research “*The Causes of Unemployment and the Prospect in Lithuania*” was prepared by emphasizing mainly the relevance. However, following this plan, it turned out that it did not meet other criteria for scientific research strategy in particular the research interests of researchers' team. Moreover, it became increasingly clear that the major part of the chosen topic depends on the economic competitiveness which is presently based on the EU market factors and will be more dependent in the future.

The topic “*Lithuanian Enterprises' Competitiveness in the EU Market Integration*” includes the relevant education management and practice issues which occur with the integration of Lithuanian enterprises in the EU market. The examined aspects of this topic are selected by taking into consideration the latest trends in management science. New personality topic in management is explored in theoretical and practical aspects. While examining *the consumers and their satisfaction with the products*, two very relevant aspects for the emerging knowledge society are taken into account, i.e. the research of the Internet impact on the consumers and customer loyalty research and evaluation.

The investigators of the theme “*Lithuania's Economic Integration into the Global Market*” analyse the impact of the integration into the EU market and other world markets on the development of Lithuanian financial market and examine Lithuanian Economic Integration into the international production systems, the networks, trends and the reasons. Both research aspects are certainly very important for Lithuanian economy and are related to Lithuanian economy competitiveness.

As it can be seen, research themes listed in the research plan of the AMB include different economic aspects and levels but they are related that complement each other and comply with Lithuanian and the EU economic news.

With the expansion of the conducted research at the Academy, the significance of the research is important for the country's economy. The majority of the research is more dedicated for the whole country and it can be explained by the fact that the Academy is located in Vilnius where the actual problems and the current changes for Lithuania are most reflected. The students are increasingly incorporated into the applied research, they conduct individual projects. The themes of the project require conducting independent research, analysing the statistics, literature and drawing conclusions. The themes of final works are relevant for the particular company as well as the obtained results can be applied to the national level.

The AMB RC cooperates and prepares common research and applied projects with the universities in the USA and Europe. Scientific research and consultative functions are conducted together with business partners, therefore, the applied researches and their results are given to business companies such as *Alna UAB*, the consultations are provided to a group of German companies *CID* and *Baltic Software Solutions*, as well as the EU structural funds projects are carried out.



Table 3.1. The conducted projects and the results:

Projects	Results
UAB Alna Business Solutions	
<p>MTTP project <i>Modelling and Implementation of an Expanded Algorithm for Production Planning by Developing a Production Management Information System</i>, project identification No.BPD2004-ERPF-3.1.7-06-06/0014 was carried out. The project was financed by EU structural funds. Period 2007-2008.</p>	<p>The following publications were published on the basis of the research:</p> <ol style="list-style-type: none"> 1. A. Laukaitis, O. Vasilecas, D. Plikynas. Formal Concept Analysis for Business Information Systems. Information Technology And Control, Kaunas, Technologija, 2008, Vol. 37, No. 1, pp. 33 - 37. ISSN 1392-124X. (ISI article) 2. D. Plikynas. Extended Enterprise Resource Planning: Conceptual Approach Using Multiagent Systems. 10th WSEAS International Conference on Automatic Control, Modelling and Simulation (ACMOS `08), Istanbul, Turkey, May 27-30, 2008, pp. 380-387. ISSN 978-960-6766-63-3. (ISI proceedings)
Ordering party CID GmbH (Gewerbepark Birkenhain 1, Freigericht, Germany)	
<p>R&D project <i>Semantic Search Processes and Investment Decision Support Systems</i>, No. VA 104. Project funded by CID GmbH. Implementation period 2008-2010.</p>	<p>The following publications were published on the basis of the research:</p> <ol style="list-style-type: none"> 1. M. Zaremba, D. Plikynas, R. Laukaitis, A. Laukaitis, O. Vasilecas. Induction of Lithuanian-English Translation Rules. 14-th Conference on Information and Software Technologies: IT 2008. Kaunas University of Technology. ISSN 2029-0020. 2. D. Plikynas. Portfolio Design And Optimization Using Neural Network Based Multiagent System Of Investing Agents. EURO mini conference: continuous optimization and knowledge-based technologies, Nida, Lithuania, Technika, 2008, pp. 137-142. ISBN 978-9955-28-283-9. (ISI proceedings)
Ordering party UAB Baltic Software Solutions (currently called UAB CID Baltic); No INV2009-1.	
<p>R&D project <i>Computational Intelligence Based Investment Decision Support System: Survey of Commercial and Technological vitality (E-INVESTOR)</i>. Project funded by EU structural funds (<i>IdejaLt</i>). Project ID No. S-VP2-1.3-UM-01-K-01-065, implementation period 2008-2009.</p>	<p>Published papers based on the implementation of the enumerated project:</p> <ol style="list-style-type: none"> 1. D. Plikynas. Simulation of Information-based Social Networks: Virtual Computational Fields Approach. 5th International Vilnius Conference on Sustainable Development. (KORS-2009), Sept. 30-Oct 3, 2009, Vilnius, pp. 198-203. ISBN 978-9955-28-482-6. 2. D. Plikynas. Virtual Computational Field-Based Multiagent Systems: A Conceptual View. 11th WSEAS International Conference on Automatic Control, Modelling and Simulation (ACMOS `09), Istanbul, Turkey, 2009, pp. 88-94. ISSN 1790-5117; ISBN 978-960-474-082-06. (ISI proceedings)
Client UAB Baltic Software Solutions (currently UAB CID Baltic); No SEM2009-1.	
<p>R&D project <i>Innovative Semantic Information Indexing and Searching Systems</i>. Project funded by EU structural funds (<i>IdejaLt</i>). Project ID No. S-VP2-1.3-UM-01-K-01-064, implementation period 2008-2009.</p>	



<p><i>Food Globalization, Industrialization, Health and Advertising.</i> The research was funded by the USA government and the Lithuanian programme <i>Brain Drain</i>. Scientific adviser – Dr. Diana Minčytė (Illinois University).</p>	<p>1. L. Nevinskaitė. <i>Information about Food, Nutrition in Media: the Relevance and Research Guidelines.</i> AMB, Working Paper Series 2009, No. 4</p>
<p><i>An investigation into Electricity Energy Pricing.</i> Scientific adviser – Assoc. Prof. J. Žvinklys. Students participated in research.</p>	<p>1. J. Žvinklys, S. Kryžius. <i>The Publicity in Energetics.</i> Mokesčių žinios - Nr. 35-36, 2008.</p> <p>2. J. Žvinklys, S. Kryžius. <i>Cost Reduction Measures of Electricity in Technology.</i> Mokesčių žinios, Nr.6 (569), 2008</p> <p>3. J. Žvinklys, S. Kryžius. <i>The Benefit of Appraisal of the Fixed Assets in the Electricity.</i> Mokesčių žinios - Nr. 41-42, 2008.</p> <p>The final work written by A. Stankevičienė. <i>The Improvement of the Calculation of the Prices for Electric Power Transmission Services.</i></p>

In 2011 the Research Council of Lithuania awarded a grant to 4-year scientific research project the research-project "*Creation of Oscillation based Paradigm for Simulation of Social Sciences Behaviour*" for the Academy of Management & Business. This proves that scientific activities of the AMB are important and actual at the local and global level. This project is compatible with the conditions of the European Research Area which inspires the application of the scientific research for the creation of new products. The final objective of the AMB research is not only the new creation of the paradigm but, also, the concrete prototype which would be used in practice.

The Academy of Management & Business seeks to disseminate knowledge and to develop the collaboration at the global level. Foreign researchers who visit the AMB not only present the reports but, also, conduct the scientific research together with the researchers and students of the Academy. Prof. Yusaf H. Akbar from Hungary often visits the Academy (earlier he used to work at the University of Boston, the USA). He conducts the classes for the students of the AMB, foreign students, the graduates and businessmen and actively participates in the scientific activities of the Academy. The result of the cooperation is the joint publications (see Annex). Also, Prof. Diana Minčytė from Illinois University has visited us. The joint research project "*The Globalisation of Food, Industrialisation, Health and Advertisement*" with the AMB RC which was financed by the USA Government and the Lithuanian programme "Brain Drain". The students of the AMB participated in the research. The result of this cooperation not only the conducted research, the students' scientific experience but, also, the revealed results from the carried analysis (see Annex 5.). The Academy strives to develop the cooperation between institutions in joint researches, for example, the participator, M. Grigalavičius, in the EU project is, also, the PhD student at the University of Oslo, one more member is foreseen who is a foreign researcher from the university abroad, who conducts the research in the Project field.

After conducting the analysis of studies activity it is possible to state that the Academy successfully develops scientific activity. The AMB continually transfers from less significant research to international level research. A few scientific research projects were carried and are being carried; the results of scientific research are disseminated by publishing articles in the local professional press as well as in prestigious scientific journals of international level. The results of the carried scientific research are important for the business companies, the given consultations, the carried projects together with business partners. The



scientists from abroad participate in the scientific activity of AMB; the researchers of AMB take part in exploratory activity at foreign higher education institutions. The Academy involves students in the scientific research, inspires and educates the abilities of the scientist. The Academy publishes a periodic scientific journal *Working Paper Series* where the researches of AMB and partners are presented. The Research Council of Lithuania awarded a grant; it shows that the scientific activity at AMB is important and actual at local and international level.

1.4. The impact on the development of the region and the whole country

The AMB helps people and the society by seeking to improve their cultural, social and economical welfare and entrepreneurship. The AMB enriches national and regional society with the graduates' skills, the conducted research and their dissemination. Because the main aim of AMB which is reflected in the strategic documents, to educate students who seek to become responsible citizens and experts that are able to impact the society and feel equal specialists in the national and international labour market.

The objective to impact the country and the region is reflected in the AMB strategic documents, AMB mission, vision and activity priorities (see Annex 1). The Academy conducts scientific research, publishes books, periodic publication *Working Paper Series* (the distribution is free) (see Annex 5), provides consulting to business companies, students final works and scientific research are related to specific business problem, analysis of the company or market are performed. The results of final works present diverse business analysis, effective management solutions and recommendations.

The Academy not only accumulates and transmits knowledge for students but also imparts for the society. The books published by the AMB are used by the students of other universities and colleges, working people and businessmen in practice. These books are listed in the main reference lists of other higher educations schools. Since 2005 the Academy has published 14 books. During the whole publishing period of AMB 20 title publications are published and 32 editions together with the updated and supplemented books contents (see Annex 3.). It is important to note that the Academy publishes not only the literature devoted for the students. A very important social and culture contribution is a published book “*Management in Aphorisms*”, the compiler of the book is Dr. Romualdas Razauskas, also, the publication of historical and cultural significance – “*Vladas Jurgutis – the Great Economist and Teacher*”, the author Dr. Egidija Laumenskaitė, this is the book about the first Lithuanian bank leader. The publications of AMB are characterized by aesthetics and cultural language that are important by cherishing public culture.



The AMB enriches the national and regional society with the results of the conducted research. For example, the Academy has created a unique translation robot (www.vvam.lt) based on computational intelligence methods which is publicly accessible. By analysing the application of computational intelligence in economic field and financial capital trends, the Academy began to create a prototype in which the bank financial analysts of NORD LB got interested. However, due to the world financial market recession, this Project was suspended. As it was mentioned earlier, the Academy provided the consultations to UAB *Alna*, to a group of German companies *CID* and *Baltic Software Solutions* (see section 1.3). Also, the conducted research in the area of energy which is extremely important for the society – *an investigation into Electricity Energy Pricing*, the leader – Assoc. Prof. J. Žvinklys (see Science section 1.3, Table 3.1). The meetings and discussions with National Control Commission for Prices and Energy of the Republic of Lithuania were organised. The results were made public in the scientific articles which became the basis of National Control Commission for Prices and Energy for the old methodology review and the creation of a new one. The AMB scientists publish their research results and methodical news in the professional and popular press, for example, weekly “*Mokėsių žinios*”, in the periodical publication *Working Paper Series* (see Annexes 2 and 5) published by the AMB. Besides, the final goal of scientific research project “*Creation of Oscillations Based Paradigm for Simulation of Social Systems Behaviour*” is the created new paradigm and on its basis the innovative multi-agents imitation system is projected which allows modelling the behaviour of the



complex social systems. It would reasonably reduce the cost of social experiments, save the resources and allow forecasting and optimising the reasons of social politics.

The AMB students practice is related to the concrete enterprise. The students get the tasks and analyse the company on certain aspects: strategic management, personnel, marketing and finance. The Academy pays a lot of attention to the contents of final works. The final work at AMB is constituted of three parts: the review of scientific literature sources, the conducted research and analysis as well as projection part. It is important to mention that the projection part is very significant at the Academy. It is stressed for the students that the work has to create the added value, the benefit, not only the analyst skills have to be presented. The works topics are diverse, however, the dominant works are those which solve the problems of certain company such as marketing, personnel, finance, strategic management, etc. (see. Annex 6). The performed analysis at works and the recommended solutions are applied in practice. A lot of works take into account certain markets, the data of the conducted research and the given offers can use the companies of that branch. The topics of ecology and social responsibility are more often analysed in final works. The examples of the topics are as follows: *“The Improvement Methods for Waste Sorting in Vilnius”*, *“Organic Food Purchasing and Consumption in Vilnius”*, *“Socially Responsible Business”*, etc. Other topics of that era or region topics are taken into consideration in final works such as renovation of residential buildings, electricity pricing, pension funds, rural tourism, the comparison of personnel management in public and private sectors, the implementation of programmes, etc. The topics of final works and the problems that are solved are actual and practically useful. Enterprises that analyse students in their works, use the conducted research, the recommended suggestions are practically applicable.

The activity of AMB is based on the socially responsible philosophy. The Academy seeks to be the university that protects and saves the environment. For example, different students written and final papers are printed on both sides of the paper. Also, the Academy tries to develop the available information technologies; more information is put on the AMB information system without additional printing. Also, the Academy seeks to implement the innovations by creating appropriate systems that allow transforming to e-books in the future. Students will have an opportunity to use books readers during the studies time.

By protecting and saving the environment the Academy contributes to the global action for the second year “DAROM” (eng. “Let’s do it”) (“Let’s do it” is a continual Project which essential idea is to motivate ecological thinking of the citizens in Lithuania, public spirit, social activity and strengthen the perception of local community).



The scientists of the Academy not only participate in the defence of final works of bachelor’s and master’s degrees in other universities. For instance, Prof. Darius Plikynas is the chairman of Master’s final works at Mykolas Romeris University; also, he participates in community-based organizations such as Lithuanian Society of Management where the members elect the best master final work on management topic written by inspiring young, promising postgraduates.

The scientists of the Academy were involved in the team of strategic development plan of Republic of Lithuania. On the behalf of the Academy – Prof. Aleksandras Vasiliauskas and Prof. Yusaf H. Akbar participated.

The lectures of AMB participate in community-based organizations that are not only related to professional career but also to personal hobbies, for example, Prof. Darius Plikynas is the member of American Meditation Institute, he is invited to deliver lectures on yoga education and healthy lifestyle (in 2011 he participated at the 13th international scientific-practical conference at Klaipėda University *“By the Road of Healthy Lifestyle and the Beauty of Existence”*. In section *Vydūnas’ Spiritual Heritage* he delivered the presentation *“Connection between Scientific Knowledge, Jnana Yoga Spiritual Path and Vydūnas’s Worldview”*, also, Dr. E. Laumenskaitė is the member and lector of Brahma Kumaris World Spiritual University, she teaches in her seminars positive creative attitude, stress management and the knowledge of old meditation. Dr. Jurga Girčienė is the member of *the Association of Applied Linguistics in Lithuania*, the member of *the Commission of Lithuanian Language at the Dictionary sub-commission* which considers new foreign words. Prof. Eugenijus Stankus, Dr. Antanas Apynis are the members of *Lithuanian Mathematical*



Society and the board members of *Lithuanian Mathematical Association of Teachers*. Sigitas Kryžius and Dr. Romualdas Razauskas are the members of *Lithuanian Management Society*. A. Jasionytė – the member of the Association of Image Consultants International, a certified image specialist, she participates in TV and radio educational broadcasts. D. Duškinienė is the arbitrator of Vilnius International and National Commercial Arbitration. V. Ališauskaitė is the member of Psychologists Association. Dr. A. Jočienė is at the Committee on Financial Conglomerate of the European Commission. Dr. A. Laukaitis is the member-expert of the Lithuanian Computer Society.

In Lithuania's national strategic development documents and in the EU, the entrepreneurship cultivation on society and development are emphasized. The Academy contributes to these priorities because the conducted studies programme and the plans to create new ones are namely oriented towards entrepreneurship training.

After conducting the analysis of the impact on the development of the region and the whole country it is possible to state that despite the fact that the AMB is not a big university-type higher education institution and it is difficult to notice its big contribution, however, the high or low impact is made. The Academy publishes books, carries scientific and applied research, the translation robot was created, provides the consultations to business companies, the articles are published in local press. Students' exploratory and final works are related to concrete business or company's problem. All this activity gives adequate benefit for the society and business companies.



2. AMB STRATEGIC ACTIVITY PLAN FOR 2012-2016

VISION

AMB – a modern higher education business school which fosters a unique academic culture, conducts scientific research, organises the studies oriented towards independent business.

MISSION

To provide a university education to its clients based on scientific research and experience, to develop abilities necessary for sustainable, socially responsible and innovative business and knowledge society, to guarantee the conditions of lifelong learning by using its peculiar culture, material resources and creative employees and technologies in an efficient way and creating conditions of lifelong learning.

PRIORITIES (for 2012–2016)

1. To develop fundamental and applied research.
2. To create the conditions of lifelong learning.
3. To foster the internationalisation of academic and scientific activities.
4. To spread the ideas of socially responsible, creative and innovative business.

Table 2. AMB strategic activity plan

Priorities	Actions	The foreseen result, indicator
1. To develop fundamental and applied research.	1.1. To prepare international level publications, to participate in the conferences.	8 publications during the period
	1.2. To prepare a monograph in English.	1 monograph
	1.3. To create an imitating platform of social phenomena.	Computer prototype (algorithms)
	1.4. To form the researchers group together with the partners (and (or) the graduates) for the analysis of business innovations problems.	The formed group
	1.5. To practise science popularization activity.	To organise seminars (4 times per year). To publish the articles in popular press (2 articles per year).
	1.6. To expand the scientific research into the international cooperation level.	To involve the scientists into the international researchers group.
2. To create the conditions of lifelong learning.	2.1. To prepare new studies programmes.	To prepare 3 programmes of bachelor's degree. To prepare 1 programme of master's degree. To prepare master's degree programme in a foreign language.
	2.2. To create promotion programme of creativeness and entrepreneurship for the pupils.	To prepare 1 programme
	2.3. Business consultations, seminars and trainings on business and entrepreneurship topics.	To organise seminars, consultations for business representatives.
3. To foster the internationalisation of academic and scientific activities.	3.1. To participate in RIBA project.	Exchange of students. Exchange of teachers.
	3.2. To implement joint studies programmes and diplomas.	To prepare one joint studies programme.
	3.3. To organise international seminars for the scientists and students.	1–2 seminars per year
4. To spread the ideas of socially responsible, creative and innovative business.	4.1. To establish closer relationships with the graduates.	To create <i>Alumni of the AMB</i> . To organise seminars based on experience by involving the graduates.
	4.2. To relate the students practice and exploratory works with business problems.	To relate the students practice and exploratory works with business problems.