

Approved

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REPORT

**on the results of the external assessment of
the Master programme «Production Management»
Tambov State Technical University**

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SUMMARY OF THE PROGRAMME

The basic educational programme "Production Management" is implemented within the framework of the direction of the master's training of 38.04.02 "Management", the department "Management", the faculty "Master's Programmes". The programme is led by the Dean of the Faculty "Master's Programme", Olga Korchagina and acting head of the department "Management", Associate Professor Dmitrieva Ekaterina.

The site visit within the framework of the external evaluation of the educational programme was carried out by the experts of AKKORK during the period from 05.10.2017 to 06.10.2017.

Strong points of the programme under analysis

1. The programme is in demand by employers.
2. Positive feedback from students.
3. Good psychological climate in the team.
4. Ability to combine work and study.
5. Variety and a large number of student services at the university level.
6. Teaching and learning materials correspond to modern requirements to educational and methodological developments.
7. Teaching staff uses different methods of conducting classroom activities, in particular, modern and high-tech ways of conducting classes, as well as interactive forms of education are involved.
8. The programme successfully uses the information infrastructure, which allows organize the educational process.

Weak points

1. Most students do not speak English fluently.
2. Half of graduates of the programme work in state organizations, although the programme is targeted at non-state industrial enterprises of corporate ownership.
3. Approximately less than 50% of Professors / teachers have several years practical working experience on at least Managerial level; the ones who have, have it mainly in Accounting but not in the Specialization of "Production Management"; that could result in not sufficient Practice Relation during the Study, despite the fact that students go to several "Work Practice" / Internships during their study.
4. Despite English Language courses, no "Business" / Economics / Finance / Management Modules are obligatory provided in English; that could

result in less familiarity of graduates in contact / negotiations with foreign Business Partners of their future Russian Employers or Absolvent's limitation to join foreign Companies with business in Russia.

5. Also, no foreign Professors / teachers for "Business" / Economics / Finance / Management Modules are lecturing. That could lead to less Internationality and "Global Mindset" in the programmes, and again limiting the graduates in contact / negotiations with foreign Business Partners of their future Russian Employers or Absolvent's ability to work for foreign Companies in Russia.

6. As far as we were advised, TGTU has Cooperation- / Partnership-Agreements with only two International Universities within CIS, one in Kazakhstan and one in Azerbaijan, which seems to be very limited to secure Internationality and a Global view.

7. Soft Skills are not obligatory taught (*). That could result in graduates just being good "technical specialists" in their field but lacking Managerial skills for leading teams or lacking "negotiation" skills when dealing with external partners of their future employers.

8. (*) Such as People- / Organization-Management & Leadership; Team Management; Conflict Management; Negotiation Skills; Personal Development

The main recommendations

1. It is recommended to strengthen the research part of the master's graduate qualification work: supplement it with a comparison and justification of the chosen analysis methodology, newer literature sources (over the last 5 years), and increase the number of foreign sources (up to 3 -ork 5 items).

2. The management of the university should encourage the teaching staff creating author's courses (this indicator can be added to the teaching staff rating system, which is taken into account when calculating the teaching staff material incentive).

3. The interest of students in the awareness of the objectives of the educational programme may be increased by linking the subject of essays, term papers with the objectives of the programme - in this case, a student will clearly understand why they choose a topic. The teaching staff is recommended to link practical examples and cases with the objectives of the educational programme (in this case, a student will always clearly understand the programme objectives).

4. It sound be recommended to extend the focus of the programme not also to chemical industrial enterprises, taking into account the specifics of the enterprises of the region (Tambov region).

5. Based on the self-assessment report and taking into account the focus of the programme on the enterprises of the region, it is recommended to increase

the proportion of teaching and learning materials developed on the basis based on real practical situations (from 20 % to 40 %) and submitted by employers (from 20 % to 40 %).

6. Considering the level of preparation (master's programme), the proportion of time for interactive work with students should be increased, the time of classic lectures must be reduced. Introduce elements of the group discussion of the problem (more actively use the methods of group work (teamwork)). Show the number of hours spent in active and interactive forms in the work programmes of the disciplines and the content of the classes conducted in these forms.

7. It is recommended to establish some obligatory courses or one combined Module on Soft Skills (*) to strengthen Graduates' Managerial skills for leading teams and "negotiation" skills when dealing with external partners.

(*) Such as People- / Organization-Management & Leadership; Team Management; Conflict Management; Negotiation Skills; Personal Development.

8. It is recommended to organize master classes with representatives of the leading enterprises of Tambov city and Tambov region. Currently, such master classes are held 3 times a year, it is proposed to increase their number to 5 per year.

9. It is advised to employ foreign teachers for conducting master classes (once a year).

10. It is recommended to update the infrastructure, carry out cosmetic repairs in separate rooms and lecture halls of the higher education institution, the library, reading rooms, the gym.

11. It is recommended to sign-up some foreign Guest Lecturers for "Business" / Economics / Finance / Management Modules to strengthen the Internationality aspect regarding Background, "Global Mindset" and Business Culture and to have a "fresh outsider's view".

12. It is recommended establishing some "Business", Economics, Finance, Management Modules in English language and making that obligatory. That will improve familiarity of graduates in contact, negotiations with foreign business partners of their future Russian Employers or graduates' success in joining foreign companies with business in Russia

13. It is recommended to update the infrastructure, carry out cosmetic repairs in separate rooms and lecture halls of the higher education institution, the library, reading rooms, the gym.

14. Based on the results of the study of the self-assessment report, it is recommended that contracts with electronic library systems be renewed on time.

15. In addition, it is recommended to develop two or three trainings (business games, simulators) in cooperation with the Department of Commerce and Business Informatics (which implements training in the direction of Business Informatics) for inculcating skills such as decision making and using in the educational process.

16. It is recommended to conduct additional explanatory and motivational work on the possibility of students' influence on the management of the educational process.

17. It is recommended to conduct an internal study of the wishes and expectations of students.

18. It is recommended to attract enrollees of other higher education institutions, taking into account the demand for the programme on the regional labor market. It makes sense to involve enrollees from abroad for training on the basis of tripartite agreements.

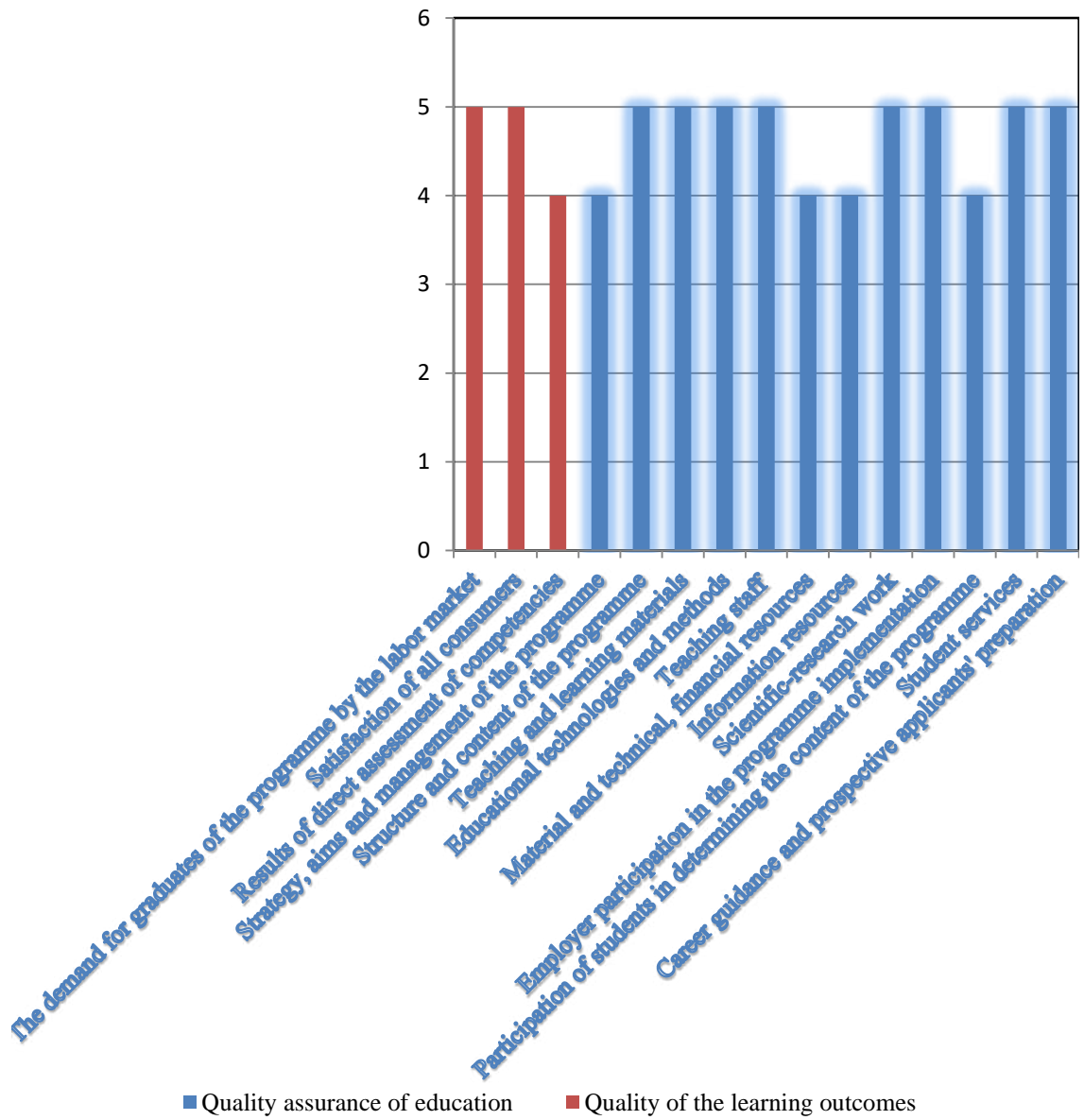
19. It is also necessary to establish work on the conclusion of tripartite agreements with the enterprises of the region (Tambov region) for targeted training of students within the framework of the "Production Management" programme.

***Evaluation profile of learning outcomes
and quality assurance of education***

No.	Criterion	Assessment	
<i>I</i>	<i>Quality of the learning outcomes</i>		
	1.	The demand for graduates by the labor market	5
	2.	Satisfaction of all stakeholders	5
	3.	Direct evaluation results	4
<i>II</i>	<i>Quality assurance of education</i>		
	1.	Strategy, aims and management of the programme	4
	2.	Structure and content of the programme	5
	3.	Teaching and learning materials	5
	4.	Educational technologies and methods	5
	5.	Teaching staff	5
	6.	Material and technical, financial resources	4
	7.	Information resources	4
8.	Scientific-research work	5	

9.	Employer participation in the programme implementation	5
10.	Participation of students in determining the content of the programme	4
11.	Student services	5
12.	Career guidance and prospective applicants' preparation	5

Profile for assessment of learning outcomes and educational quality assurance



QUALITY OF THE LEARNING OUTCOMES

1. Demand for the graduates on the federal and regional labor market

Criterion evaluation: excellent

Analysis of the role and place of the programme

The evaluated programme occupies a leading position in the market of educational services in this area in the Tambov region. This is the only master programme in the Tambov region, offering a master's degree in the "Production Management" programme.

The main competitors for the Tambov State Technical University in this direction are Tambov State University named after G. R. Derzhavin and Voronezh State University, however in these higher education institutions there is only a direction of 38.04.02 "Management", within the framework of which, the profile of master's training "Production Management" is not implemented. In addition, one of the above-listed higher education institutions is located in other region, adjacent to the Tambov region.

The advantages of these competitors include the availability of budgetary places in the direction of "Management", disadvantages – the programmes offered by competitors are not focused on regional needs for personnel in industrial enterprises of the Tambov region.

The advantages of the analyzed programme of master's training can be: orientation for training of personnel for the region – Tambov region – namely, the training of students for engineering and chemical industrial enterprises. These enterprises occupy a leading place among industrial enterprises of the Tambov region.

At the present time, the programme "Production Management" is more oriented towards machine-building enterprises, therefore, as a recommendation on the development strategy of the programme, it is proposed to expand the orientation up to chemical industrial enterprises, taking into account their predominance in the Tambov region along with machine-building enterprises. In addition, the expansion of the programme in this area will allow to reveal better the specifics of chemical industrial enterprises, which are also represented in the analyzed region.

In accordance with the educational policy of the regional administration in the territory of the Tambov region, there are three higher education institutions: technical (Tambov State Technical University), humanitarian (Tambov State University named after G. R. Derzhavin) and agrarian (Michurinsk State Agrarian University).

The analysis of data provided by the university

- *The share of students, combining study at the university with work in their speciality is 70 %.*
- *The share of graduates who are employed within one year after the graduation from the educational institution in the direction of training (specialty), obtained as a result of training under the basic educational programme is 100 %.*
- *The share of graduates who are employed at the request of enterprises – none.*
- *The share of students educated by the request of employers, for example, based on tripartite (target) agreements – none.*
- *The share of graduates working on the profile of training in the region – none (68 %); the share of graduates working on the profile of training outside the region is 100 (32 %).*
- *Number of complaints on graduates – none.*
- *The number of positive reviews of organizations on the work of graduates – 8.*
- *The share of students within the framework of the basic educational programme, taken for training under the Master's Programme, which have completed training under the Bachelor's Programmes is 100 %.*

Note: a specific feature of the programme is the preparation of foreign students on the basis of tripartite agreements.

The programme of production management is the successor of the programme "Economics and Management at Enterprise", the data on which for individual items are reflected in parentheses.

Additional material

Based on the results of self-assessment carried out by the educational institution, the data are presented on the distribution of graduates. The data submitted by the educational institution were confirmed during the examination of the relevant documents.

Since all graduates of the programme are nonresidents, they are all employed outside the region (Tambov region).

2. Satisfaction of consumers with the learning outcomes

Criterion evaluation: excellent

Strong points

- *The proportion of employers who believe that the competence of graduates of the programme:*
 - *fully meet the requirements for modern specialists of the industry is 69 %;*
 - *basically meet the requirements for modern specialists of the industry is 31 %;*
- *The share of graduates satisfied with the results of education is 95 %.*

Additional material

The self-assessment report of the educational institution provides information on the results of the questionnaire survey of employers regarding their satisfaction with the quality of graduate training.

At the same time, employers noted that graduates lacked the following competencies:

- *the ability to analyze the financial statements of an enterprise and to take reasonable industrial, investment, credit and financial decisions – 4 out of 5;*
- *readiness to assess the effectiveness of business processes and projects, taking into account the uncertainty factor – 3.5 out of 5.*

This allows us to conclude that there is insufficient level of knowledge and skills in the relevant disciplines and to recommend replacing a test for an exam for the disciplines involved in the formation of these competencies.

3. Direct assessment of competencies by the reviewers

Criterion assessment: good

During the site visit, direct assessment of competencies of the graduates was conducted. In direct evaluation, students of the second (final) year of the Master's Programme took part in the number of 4 people, which is about 45 % of the graduate course.

During the direct evaluation procedure, the experts have tested and examined materials that were used, based on the evaluation tools of the educational institution used for the current certification (examination tickets for the discipline

of investment management studied by students during the first year of study in the graduate school). It was revealed in the self-assessment report that competences in the field of assessing the effectiveness of investments formed by employers has one of the lowest ratings. As well, low ratings were also noted of the competence of "the ability to analyze the financial statements of an enterprise and to take reasonable industrial, investment, credit and financial decisions", but the disciplines that form this competence are studied both during the first and second years, so the competencies of students at the time of the site visit in accordance with the curriculum are not yet formed (respectively, can not be evaluated).

To analyze the formation of competencies, the experts selected the following:

- assessment of competencies characterizing the personal qualities of a person, which are an integral part of their professional competence:

- assessment of competencies aimed at the development, maintenance and improvement of communications:

- assessment of professional competencies ("competence core"), including the competencies reflecting the need (requirements) of the regional and/or federal labor market, depending on the main consumers of the graduates of the programme:

- C1-ПКБ-3 / C1-ПКВ-3 should know the basics of project evaluation of an organization;

- C2-ПКБ-3 / C2-ПКВ-3 should be able to assess the effectiveness of investment projects at an enterprise.

An example of a task to assess competencies.

The company's management is considering a project to build an additional line to increase production. During the next three years, the management of the enterprise expects to make the following profit: during the first year - 200 thousand rubles, during the second year - 500 thousand rubles, during the third year - 500 thousand rubles. Capital investments into the project are 900 thousand rubles during the first year and 100 thousand rubles during the second year. Calculate the profitability index of investment and draw a conclusion about the effectiveness of the project, if the coefficient of discounting is $d = 15\%$. Discounting should be carried out to the year zero.

As a result of direct assessment of competencies, experts found a generally high level: at least 50 % of students showed excellent results.

Level Share of students	Sufficient level (students coped with 80 % of the proposed tasks)	Acceptable level (percentage of the solved tasks is from 50 to 79 % of tasks were fulfilled)	Low level (percentage of the solved tasks is less than or equal to 49 %)
Results of direct assessment of competencies characterizing the personal qualities of a person, which are an integral part of their professional competence			
10 0 %	+		
The results of direct assessment of competencies aimed at the development, maintenance and improvement of communications			
75 %	+		
25 %		+	
The results of direct assessment of professional competencies ("competence core"), including the competencies reflecting the need (requirements) of the regional and/or federal labor market, depending on the main consumers of the graduates of the programme			
Assessment of Russian reviewers			
50 %	+		
50 %		+	
Assessment of an expert from the international community			
75 %	+		
25 %		+	

When examining the quality of education, experts familiarized themselves with the 4 graduate qualification works, which amounted to 100 % of the graduation works of the 2015 and 2016 graduation in this direction (since there was no graduation in this direction in 2017). Based on the results of the examination, it can be concluded that the considered graduate qualification works meet all the requirements stated below:

GRADUATE QUALIFICATION WORKS

N o.	Objects of assessment	Expert commentaries
1.	Topics of graduate qualification works correspond to the field of study and current level of science, technology and (or) technologies development within the programme.	100 % corresponds
2.	The tasks and content of graduate qualification works are aimed at confirming the formation of the competences of a graduate.	100 %
3.	The degree of use in the performance of independent research parts of materials of graduate qualification works collected or received during the pre-diploma practice and the implementation of course projects.	75 % The second chapter of the a graduate qualification work was prepared as part of the practice
4.	Topics of graduate qualification works is defined by the requests of the production organizations and the tasks of the experimental activity, which are solved by the teachers of the educational institution.	75 % The objects of research in the graduate qualification works are the enterprises of the region (Tambov city and Tambov region)
5.	The results of graduate qualification works find a practical application in production.	75 % Rather, it is possible to talk about the potential practical relevance
6.	Degree of use in the performance of independent research parts of the graduate qualification works of the results of the research work of the department, faculty and third-party research and production and / or research organizations.	100 % The research work carried out by students of the department is the basis of the preparation of the graduation works

Conclusions and recommendations of experts

Conclusions

Graduate qualification works showed a sufficiently high level of analytical work. Topics and problems of graduate qualification works are rather complicated, the degree of use of the variety of research instruments is high. Especially successful were works of applied nature, the topics of which were developed on the example of the enterprises of the Tambov region.

The programme provide a high level of “Business” / Economics / Finance / Management “technical content and knowledge” / “hard skill” “professional” competences to students and respective Alumni, which is a very strong part of that education at TGTU.

The programme provides a good combination of Management “general” and Production specific “hard skills” competences and that is also a reason for the strong demand for graduates from Companies in the Tambov Region.

Recommendations

1. The main recommendation is to increase the number of fundamental works: today there is an imbalance in favor of narrowly applied ones, which in turn is determined by the specifics of the "Production Management" programme.

2. It is recommended to strengthen the research part of the master's graduate qualification work: supplement with a comparison and justification of the choice of the analysis methodology, to increase a number of new literature sources (over the last 5 years), and the number of foreign sources (up to 3 - 5 items) used in the preparation of the graduate qualification work.

3. It is recommended to establish some obligatory courses or one combined Module on Soft Skills (*) to strengthen graduates' managerial skills for leading teams and “negotiation” skills when dealing with external partners.

(*) such as People- / Organization-Management & Leadership; Team Management; Conflict Management; Negotiation Skills; Personal Development.

Additional material

The data from the report about the feed-back of the programmes` students, that was presented by the educational institution was checked by experts during the site visit.

QUALITY ASSURANCE OF EDUCATION

1. Strategy, aims and management of the programme

Criterion evaluation: good

Strong points

During the study of the report on self-assessment and the results of the questionnaire of employers, it can be concluded that the formulation of the mission, the goals and objectives of the programme, the personnel policy, the degree of employee loyalty, the motivation system and ways of engaging employers are approved by all parties involved in the academic activity.

Recommendations

1. It is recommended to the management of the university to encourage the TS creating author's courses (this indicator can be added to the teaching staff rating system, which is taken into account when calculating the teaching staff material incentive).
2. Consider the possibility of training students in the direction of "State and Municipal Management" (since half of the graduates work in state organizations and at defense enterprises).
3. It is recommended to increase the interest of students in the awareness of the objectives of the educational programme by linking the subject of essays, term papers with the objectives of the programme - in this case, a student will clearly understand why they choose a topic. The teaching staff participating in the implementation of the programme is recommended should link practical examples and cases with the objectives of the educational programme (in this case, a student will always clearly understand the programme objectives).
4. The Level of Relation to Practice should be strengthened by signing-up some more Guest Lecturers from "the Practice".
5. Strengthen Internationality by establishing some obligatory "Business" / Economics / Finance / Management Modules in English language, by signing-up some foreign Guest Lecturers for "Business" / Economics / Finance / Management Modules and by establishing some more Cooperation Agreements with International Universities.

Additional material

During the site visit, employers were interviewed, what showed that all of them highly appreciate the level of training under the implemented programme and indicate the availability of an appropriate level of training in the higher education institution.

The data received and confirmed during the site visit allows the experts to conclude that employers are generally satisfied with the quality of education of graduates. This is largely due to the fact that employers are actively involved in the

educational process and have the opportunity to consult the management of the programme.

The programme "Production Management" is the successor of the programme "Economics and Management at Enterprise". During interviewing graduates of the programme "Economics and Management in the Enterprise", was revealed that more than half of the graduates work at state enterprises.

During the site visits graduates were interviewed. It was revealed that the average time of adaptation in the workplace did not exceed 2 months, which indicates the compliance of the programme objectives with the demands of the labor market.

During the site visit, reviewers conducted interviews with teachers, employees and received data that allow to conclude about the relevance of students studying under the "Production Management" programme in the labor market. Students confirmed that the university created the conditions for combining work and study in the graduate school (taking into account part-time education).

The data obtained during the site visit confirms the high level of awareness of the administration and professors about the objectives of the master's programme being implemented, and it is recommended to clarify the programme objectives among the master students.

In the process of self-assessment, the educational institution provided data on the professors' satisfaction with the personnel policy and the current motivation system, which were confirmed during the site visit.

During the interview, the professors noted that they do not develop author's courses and this is not encouraged by the management. During the site visit, interviews were conducted among the professors involved in the programme implementation. Based on the analysis of the professors' answers, experts conclude that there is obviously a high degree of loyalty.

2. Structure and content of the programme

Criterion evaluation: excellent

Strong points

Well-built and system of disciplines, balance of theoretical and practical studies, orientation to the real needs of the region in specialists in the field of production management.

The programme achieves a good combination of management "general" and production specific "hard skills" competences.

The programme provides a good mix of managerial "general" and specialized production "professional" competencies.

Recommendations

It is recommended to diversify the programme and focus it not only on engineering enterprises, but also on chemical industrial enterprises, taking into account the specifics of the enterprises of the region (Tambov region).

1. It is recommended to establish some “Business” / Economics / Finance / Management Modules in English language and to make that obligatory.

3. It is recommended to establish some obligatory courses or one combined Module on Soft Skills (*) to strengthen graduates’ managerial skills for leading teams and “negotiation” skills when dealing with external partners.

(*) Such as People- / Organization-Management & Leadership; Team Management; Conflict Management; Negotiation Skills; Personal Development.

Additional material

During the site visit, the experts held meetings with students and graduates of the programme being evaluated. One of the issues discussed is the relevance of the structure and content of the programme is the expectations of direct consumers of programmes – students. Based on the results of the meetings, experts conclude that the students are satisfied with the programme. During the meetings, wishes were expressed to increase the number of master classes with business representatives, to expand the range of industrial enterprises, which students are familiarized with as part of the practice. At the moment, students have practice at one enterprise by the whole group and it was suggested that students practice to carry it out in several enterprises of different forms of ownership and different technological directions in order to become familiar with different technological processes, different strategies of enterprise development, goals, tasks depending on the sphere of production (industry) and various areas of industrial management.

The students also expressed a desire to increase the share of practical disciplines that take into account the specifics of the enterprises of the region, in particular, to add the discipline "Marketing of industrial products".

3. Teaching and learning materials

Criterion assessment: excellent

Strong points

The presented materials are modern, qualitative. Visual and training materials are provided in the form of presentations; a large amount of educational and methodological documentation is in electronic form, which students can use via the Internet.

Recommendations

1. Based on the self-assessment report and taking into account the focus of the programme on the region enterprises, it is recommended to increase the proportion of teaching and learning materials developed on the basis of real practical situations (from 20 % to 40 %) and submitted by employers (from 20 % to 40 %).

Additional material

During the site visit, the experts got acquainted with the teaching and learning materials developed in the educational institution. All submitted teaching and learning materials are approved and have reviews from employers.

These data allow experts to draw a conclusion about the relevance of teaching and learning materials, their high professional quality and full compliance with the requirements of the employers' community.

During the site visit, the experts analyzed test and exam materials used by the educational institution for ongoing monitoring of learning outcomes. This allowed experts to make a conclusion about the compliance of test and exam materials with the necessary requirements.

4. Educational technologies and methods

Criterion evaluation: excellent

Strong points

Modern presentation of the theoretical material, dynamic way of work with the audience, usage of feedback, implementation of technical means.

Recommendations

1. Considering the level of preparation (master's programme), it is recommended to increase the proportion of time for interactive work with students, to reduce the time for giving a classic lecture (with one-way communication of information), to use elements of the group discussion of the problem (more actively use the methods of group work (teamwork)). Number of hours spent in active and interactive forms in the work programme of the discipline and the content of the classes conducted in these forms should be shown.

2. It is recommended to develop two or three training courses (business games, simulators) in cooperation with the Department of Commerce and Business Informatics (which implements training in the direction of Business Informatics) to form such skills as decision making and using in the educational process.

Additional material

During the site visit, the experts visited the class, the analysis of which is presented below.

Full name of a professor: Zharikov V.D.

Group / Specialty: 2 year of study in the graduate school

1. Discipline: "Operational and Production Management";
2. Type of the learning session: lecture;
3. Subject of the learning session: "Indicators characterizing the state of the economic potential of an enterprise";
4. Purpose of the learning session: To form an idea of indicators and tools for managing the economic potential of an enterprise;
5. Tasks of the learning session: To reveal practical mechanisms of an analysis and directions of improving the indicators of the economic potential of an enterprise;
6. Material and technical support of the learning session: a projector for demonstration of a presentation, a screen, a laptop, a presentation.

No. –	Knowledge and skills which are planned to be formed during the class and competences, the formation of which is influenced by these knowledge and skills (they should be announced by the professor of the learning session)	Forms, means, methods and techniques that are planned to be used during the learning session for the formation of competence
1.	Knowledge of the indicators characterizing the state of the economic potential of an enterprise	Power Point presentation illustrating the main theses
2.	Ability to analyze the factors that affect the indicators that characterize the state of the economic potential of an enterprise	During the lecture, the main factors affecting the indicators characterizing the state of the economic potential of an enterprise are considered. These factors were considered using the examples of enterprises in the region, where students work.
3.	Skills of developing directions of improving the indicators of the economic potential of an enterprise	During the lecture, actual cases illustrating ways to improve the indicators of the economic potential of an enterprise are considered

ASSESSMENT OF THE PROFESSOR

No.	Analysis criteria	Indexes	Rating (0, 1, 2)
1.	Compliance with the training schedule	Timely start, end of class, time-balanced sections.	2

2.	Organizing time	Greeting. Topic, goal messaging (connection of the goal with the competences formed).	2
3.	Motivation of listeners for upcoming activities	Indication of relevance, the formed professional and / or social and personal competencies.	2
4.	Psychological climate in the audience	The presence of positive emotional interaction between the professor and students; mutual benevolence and audience involvement.	1.5
5.	Quality of presentation	Structured material; the clarity of the definition of current tasks; systematic and accessible presentation; adaptability of presentation to the peculiarities of the audience; availability of examples, relevant facts.	2
6.	Conformity of the content to the course programme	Compare with working curriculum of the discipline (teaching and learning materials).	2
7.	Use of visual materials	A textbook, a workshop, handouts, tables, drawings, etc.	1.5
8.	Oratory	Audibility, intelligibility, euphony, literacy, speech tempo; facial expression, gestures, pantomime; emotional saturation of the performance.	2
9.	Audience sensitivity	The ability to respond in time to changes in perceptions of the students.	2
10.	Civility in relation to students		2
11.	Methods of organizing attention and regulating students' behavior	Increase of interest among listeners (original examples, humor,	1.5

		rhetorical techniques, etc.); involving listeners in a dialog, into the process of performing tasks, etc. But not: open call for attention of listeners; demonstration of disapproval; psychological pressure, blackmail.	
12.	Maintaining "feedback" with the audience during the class	Learning control	2
13.	Summarizing the learning session (<i>reflection organization</i>)	The organization of reflection, during which students actively discuss the outcomes	1
14.	Image	Compliance with corporate style, presentability, charisma	2
15.	Final grade		1.8
16.	Notes and suggestions of an expert Considering the level of preparation (Master's Programme), to increase the proportion of time for interactive work with students, to reduce the time for giving a classic lecture (with one-way communication of information). Introduce elements of the group discussion of the problem (more actively use the methods of group work (teamwork)).		

While performing the desktop analysis of the report on self-assessment, the analysis of the curriculum and the schedule of the classes, the experts determined that the percentage of learning sessions in an interactive form on average is 44 %. During the site visit, training and methodology complexes of five basic disciplines were studied.

The proportion of classes in an interactive form is shown according to the following disciplines:

- "Technologies of Modern Management" (1 year) – 80 % of the learning sessions are in an interactive form;
- "Managerial Accounting (Advanced Course)" (1 year) – 60 % of the learning sessions are in an interactive form;
- "Management of the Economic Potential of an Enterprise" (2 year) – 60 % of the learning sessions are in an interactive form;

- "Investment Management" (1 year) – 60 % of the learning sessions are in an interactive form;
- "Production and Operational Management" (1 year) – 50 % of learning sessions are in an interactive form.

On the basis experts draw a conclusion about the sufficiently high educational-methodical and professional level of the quality of teaching. Experts also expressed the wish to show the number of hours spent in active and interactive forms in the work programme of the discipline and the content of the classes conducted in these forms.

5. Teaching staff

Criterion evaluation: excellent

Strong points

- Attraction of employers to close work with students.
- All professors are undergoing retraining every three years. The majority undergo retraining much more frequent – up to 5 times a year.
- The programme provides a high level of “Business” / Economics / Finance / Management “technical content and knowledge” / “hard skill” “professional” competences to students and respective Alumni, and that is due to Professors’ / teachers’ knowledge and experience in these areas. Also, most teachers have many years academic experience, know “how to teach” and are therefore respected by students, Alumni and partners.
- At the TGTU faculty we want to mark a “family atmosphere”, confirmed by stakeholders such as students, alumni and employers / partners from practice and that impacts positively Quantity and Quality of the the programme’s outcomes.²

Recommendations

1. Organization of master classes with representatives of the leading enterprises of Tambov city and Tambov region can be recommended. Currently, such master classes are held 3 times a year, it is proposed to increase their number up to 5 per year.
2. It is desirable to involve foreign professors in conducting master classes (once a year).
3. Approximately less than 50% of teaching staff have several years practical working experience on at least Managerial level; the ones who have, have it mainly in Accounting but not in the Specialization of “Production Management”; that could result in not sufficient Practice Relation during the Study. Therefore it is recommended to sign-up some more Guest Lecturers from “the Practice” (e.g. Companies, Banks and State Authorities) on Manager /

Director Level to strengthen the practice related content and that could be a “quick & easy” fix. Also, as they are not permanent University employees, the TGTU has more flexibility to sign them up as per demand, demonstrated performance and “most relevant topics”.

4. Presently no foreign Professors / teachers for “Business” / Economics / Finance / Management Modules are lecturing. That could lead to less Internationality and “Global Mindset” in the programme/

Therefore it is recommended to sign-up some foreign Guest Lecturers for “Business” / Economics / Finance / Management Modules to strengthen the Internationality aspect regarding Background, “Global Mindset” and Business Culture and to have a “fresh outsider’s view”.

Additional material

Analyzing the facts, stated by the university in the self-assessment report, the experts came to the conclusion that the presented data is relevant and reliable. For a comprehensive assessment of the teaching staff, a system of indicators is used to promote the retraining of the teaching staff, stimulating scientific work and preparing scientific articles based on the results of research.

Based on the results of the analysis of the presented data, experts conclude that the existing practice is in line with professional standards and recommend to programme managers to expand it, diversify and focus more on international experience.

6. Material, technical and financial resources of the programme

Criterion evaluation: good

Strong points

1. Satisfaction of students with a material-technical base.
2. Convenient location of the dormitories, the learning campus and the swimming pool.

Recommendations

1. It is recommended to update the infrastructure, carry out cosmetic repairs in separate rooms and lecture halls of the higher education institution, the library, reading rooms, the gym.

Additional material

During the site visit, the experts have interviewed students and professors of the programme about their satisfaction with the quality of lecture halls. The data obtained allow the experts to conclude that they have sufficient equipment to fully implement the training programme, and the results of the meeting with students

allow the experts to conclude that the students are satisfied with the material-technical base.

7. Information resources of the programme

Criterion evaluation: good

Strong points of the programme

During the site visit, the experts noted the developed resource base of information sources used in the implementation of the educational programme. At the same time, it is necessary to note the great amount of modern electronic resources which is actively in use, along with traditional ones, such as an extensive library stock.

Recommendations

Based on the results of the study of the self-assessment report, it is recommended to update contracts with electronic library systems:

- electronic library system "KnigaFund" (<http://knigafund.ru>),
- (Contract No. 35-15 / 10 from 01/06/2015 to 31/05/2016);
- electronic library system IPRbooks (<http://iprbookshop.ru>), (Contract No. 2117 from 01/06/2016 to 02/06/2017);
- "Science" magazine of (AAAS) "The American Association for the Advancement of Science" publishing house (<http://www.sciencemag.org>), (Contract No. Sci/033 from 01/03/2016 to 16/12/2016);
- "Web of Science" database (<http://apps.webofknowledge.com>), (Contract No. WoS/226 from 20/09/2016 to 31/12/2016);
- "Scopus" electronic database of "Elsevier B.V." company (<http://scopus.com>), (Contract No. Scopus/036 from 20/07/2016 to 31/12/2016).

8. Scientific-research work

Criterion evaluation: excellent

Strong points

Scientific-research work in Tambov State Technical University is one of the most powerful directions of work. All students are involved in scientific-research work, which is conducted during the whole training process. Master's Programme, first starts in the framework of research activity, then – in the preparation of the master's thesis. The advantage of research activity is the practical focus and problems of enterprises of the region and the implementation of research activity

based on the example of the enterprises and the organizations of Tambov city and Tambov region, where students pass their practice.

Recommendations

1. It is recommended to increase the quantity of research work at the request of industrial enterprises in the region, since only 5 % of the research work are applied in the real sector of the economy.

Additional material

In the self-assessment documents, the educational institution provided information on the results of monitoring the opinions of students "The impact of research work on the quality of education". Following the meeting with the students and graduates of the programme, the experts concluded that research activity is aimed at solving practical problems

9. Employer participation in the programme implementation

Criterion evaluation: excellent

Strong points

The opportunity to involve representatives of significant employers of the region in the implementation of the educational programme, both in permanent teaching and in conduction of master classes.

The opinion of employers is taking into account during the development of the Master's Programme.

Recommendations

1. It is recommended to increase the number of master classes held by employers. Currently, such master classes are held 3 times a year, it is proposed to increase their number to 5 per year.

10. Participation of students in determining the content of the programme

Criterion evaluation: good

Strong points

The university has a friendly atmosphere, in which students feel a certain degree of psychological freedom, they are not uptight, not frightened, not afraid to express their point of view.

Recommendations

1. It is recommended to conduct additional explanatory and motivational work about the possibility of students' influence on the management of the educational process. This can be done by questioning / registering students for elective courses, choosing individual educational trajectories by students.

Additional material

Based on the results of the site visit and feedback from the students, the experts conclude that all students are aware of the possibility of their influence on the management of the educational process, but with more detailed examination, it turned out that not all students understand the mechanism of influence.

11. Student services at the programme level

Criterion evaluation: excellent

Strong points

Extra-curricular and additional educational activity in the university is presented at a high level.

In the university there is a department of employment and organization of practice, which, among other things, organizes free psychological training for personal growth: "Self-confidence" and "Influence and opposition to influence".

Recommendations

1. It is recommended to conduct an internal monitoring of the wishes and expectations of students by using a questionnaire.

Additional material

During the site visit, documents confirming the attendance of additional courses and programmes by students were presented (especially popular among students are the following: the additional professional education programmes in the field of skills of working with the 1C programmes and English language courses).

Based on the analysis of the presented data, the experts conclude that student additional services can be expanded due to the results of the internal monitoring of students' wishes and expectations.

12. Career guidance. Assessment of the quality of preparation of enrollees

Criterion evaluation: excellent

Strong points

Enrollees are graduates of Bachelor's Programmes of the higher education institution. According to the results of the selection, the best students have the opportunity to continue their study in the graduate school.

Recommendations

1. It is recommended to attract enrollees of other higher education institutions, taking into account the demand for the programme on the regional labor market. For example, to hold open days 3 - 5 times during an academic year.
2. In addition, given the experience of interaction with foreign partners in the training of personnel for foreign countries, it makes sense to involve enrollees from abroad for training on the basis of tripartite agreements.
3. It is also necessary to establish work on the conclusion of tripartite agreements with the enterprises of the region (Tambov region) for targeted training of students.

Additional material

Based on the results of the analysis of documents and the interview of programme managers, the experts analyzed information on events conducted during the last academic year. The following activities were carried out during the year:

- open days;
- olympiad for students and graduates of the higher education institutions;
- scientific conferences for those going to graduate school.

For those wishing to prepare for entering the university, the Preparatory Department worked for enrollees to the graduate school, designed for graduates of higher educational institutions with bachelor's or specialist degrees.

SUMMARY OF REVIEWERS

Skryabin Oleg	
Place of work, position	Associate Professor of the Department of Industrial Management of the National University of Science and Technology MISIS, Academic Secretary of the Department
Academic degree, academic title	Candidate of Economic Sciences, Associate Professor
Additional titles, degrees	-
Education	Higher Education, the National University of Science and Technology MISIS
Professional achievements	The author of the textbook, 15 articles and several dozens of teaching aids, many years of teaching experience
Research interests	Production and financial management, investment management
Practical experience in the direction of the programme subject to assessment	More than 15 years

Dr. Olaf Neitzsch	
Place of work, position	<p>Since 2012: Consulting – General Director</p> <p>Consulting with special focus on: Business Strategy; Banking; Automotive Finance (Retail - and Corporate Finance); Market Entry and Start-up into Emerging Markets; Company - & Bank - Establishment; Business Development; Restructuring; Risk Management; Compliance; Statutory Banking</p>

	<p>Regulation; HR, Management Team formation & Executive Search.</p> <p>Guest Lecturer on “Automotive Finance” at a University in Germany</p>
Academic degree, academic title	<p>Doctor degree in Economics</p> <p>Diploma in Business Administration</p>
Additional titles, degrees	
Education	<p>Doctor degree in Economics</p> <p>Diploma in Business Administration</p>
Professional achievements	<p>1991 – 2012: Executive in Automotive Banking (Ford Motor Company; Toyota Motor Corporation; Renault – Nissan Group) working in several countries including 10 years in Russian Federation. Established several banks and finance companies, achieved “National Bank of Poland” and “Central Bank of Russia” Banking Licenses and leading these new established Banks as President & CEO, including “ZAO Toyota Bank” (Russia).</p>
Research interests	<p>Banking & Financial Services; Global Automotive Industry; Economics; Global Economy; Emerging Markets; BRIC Countries; Russia & CIS; Bank - & Company - Establishment; Business Development; Risk Management; Leadership</p>
Practical experience in the direction of the programme subject to assessment	<p>Since 2012: Dr. Olaf Neitzsch Consulting – General Director</p> <p>Consulting with special focus on: Business Strategy; Banking; Automotive Finance (Retail - and Corporate Finance); Market Entry and Start-up into Emerging Markets; Company - & Bank - Establishment; Business Development; Restructuring; Risk Management;</p>

	<p>Compliance; Statutory Banking Regulation; HR, Management Team formation & Executive Search.</p> <p>Guest Lecturer on “Automotive Finance” at a University in Germany</p> <p>1991 – 2012: Executive in Automotive Banking (Ford Motor Company; Toyota Motor Corporation; Renault – Nissan Group) in several countries including 10 years in Russian Federation. Established several banks and finance companies, achieved “National Bank of Poland” and “Central Bank of Russia” Banking Licenses and leading these new established Banks as President & CEO, including “ZAO Toyota Bank” (Russia).</p>
Alyabedeva Irina	
Place of work, position	Business consultant, development Director, head of "Arbitration management, financial improvement and innovative business development" Training and Methodological Center of the Russian Union of auditors "Intercon-Intellect"
Education	Higher Education
Sofia Rokitina	
Place of work, position	Student, REA n.a. Plekhanov
Education	