

Decision of the FIBAA Accreditation Committee for Programmes



93rd Meeting on November 21st, 2014

Project Number: 13/103

Higher Education Institution: Peoples' Friendship University of Russia, Moscow, Russia

Study Programme: Economics of the Company and Industry Markets (Master of Economics)

The FIBAA Accreditation Committee for Programmes has taken the following decisions:

According to § 7 (2) in conjunction with § 10 (1) of the "Special Conditions for awarding the FIBAA Quality Seal for Programmes", the study programme is accredited.

Period of Accreditation: November 21st, 2014 until end of summer semester 2020

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution (HEI):

Peoples' Friendship University of Russia, Moscow,
Russia

Master programme:

Economics of the Company and Industry Markets

Qualification awarded on completion:

Master of Economics

Brief description of the study programme:

The programme's mission is to train professional specialists that can conduct efficient activity of business entities in industry markets considering their specific nature in the conditions of dynamics of the present-day economy and thereby contribute the competitiveness of Russian companies. The programme trains highly-qualified students to work in particular economic spheres by receiving deep knowledge in the sphere of competitive advantage of business and practical skills of their realisation.

Date of opening of the procedure:

September 30th, 2013

Date of filing the self-documentation:

April, 3rd, 2014

Date of the site visit:

June 25th/26th, 2014

Type of accreditation:

Accreditation

Accredited in Cluster with:

Management (Bachelor of Management)

Economics (Bachelor of Economics)

Financial Management in in Sectors of Economy (Master of Management)

International Trade (Master of Economics)

Type of Programme:

Consecutive

Intended length of programme:

Four semesters

Mode of study:

Full-time

Initial Start of the programme:

2003

Student intake:

20

Programme cycle starts in:

Winter semester

Speed (planned number of parallel years):

One at a time

Number of ECTS point assigned to programme:

120

Hours (workload) per ECTS point:

36 academic hours (27 time hours)

Date of the Meeting of FIBAA-Accreditation Commission:

November 21st, 2014

Resolution:

Recommendation of the panel members: The accreditation of the programme is valid for five years.

Duration of Accreditation:

November 21st, 2014 until end of summer semester 2020

Project Manager:

Ass.jur. Lars Weber

Panel members:**Prof. Dr. Holger Hinz**

University of Flensburg
Professor for Finance

Prof. Dr. Dietmar Brodel

University of Applied Sciences Carinthia
Professor for International Management, Entrepreneurship and Organisation

Prof. Dr. Elena Dmitrievna Khalevinskaya

Plekhanov Russian University of Economics
Head of the Chair "Customs Activity"

Dr. Olaf Neitzsch

Dr. Olaf Neitzsch Consulting, Berlin
General Director

Thomas Sachs

University of Bayreuth
Student of „Business Administration“ (M.Sc.)

Summary

The panels' assessment takes into account the self-assessment and the results of the on-site visit and the statement of the HEI to the assessment report dated October 20th, 2014.

The Master programme "Economy of the Company and Industry Markets" (Master of Economics) of the Peoples' Friendship University of Russia fulfils the FIBAA quality requirements for Master programmes. The programme can be accredited by the Foundation for International Business Administration Accreditation (FIBAA). It is in accordance with the National and the European Qualifications Framework in their applicable version valid at the time of opening of the procedure. It has a modular structure, has been assigned ECTS points and leads to the academic degree 'Master of Economics'. The degree is awarded by the higher education institution.

The panel members identify development potential for the programme and recommend:

- focussing more on learning outcomes and less on structural information like ECTS-Points regarding the recognition of qualifications from other HEI (see chapter 3.1).
- reconsidering the programme description by taking into account international Master programme descriptions of programmes with similar objectives (see chapter 3.2).
- involving more practitioners and representatives from companies in the HEI's Academic Council (see chapter 4.2).
- communicating the results of evaluation to all relevant parties – especially the students – more systematically (see chapter 5).
- publishing all relevant information on the programme on the English version of the programme's website (see chapter 5).

The measures the HEI eventually takes in order to implement the recommendations of the panel members are to be considered in the context of the re-accreditation.

Furthermore, a set of criteria exists, which exceed the quality requirements:

- Internationality of Student Community (see chapter 3.3),
- Teaching Staff's Pedagogical / Teaching Qualifications (see chapter 4.1),
- Provision of Student Support / Coaching by Teaching Staff (see chapter 4.1),
- Careers Advice and Placement Service (see chapter 4.5), and
- Individual Counselling and Welfare Services for students (see chapter 4.5).

For the overall assessment please refer to the quality profile at the end of this report.

Institutions Details

Peoples Friendship University of Russia (PFUR) was founded on February 5th, 1960 by the decision of the Government of the USSR. In 1964 the University became a member of the International Association of Universities (IAU) and was awarded the Order of Peoples' Friendship for merits of expert training for Asian, African and Latin American countries in 1975. The PFUR counts seven main faculties:

- Faculty of Physics, Mathematics and Natural Sciences,
- Faculty of Engineering,
- Faculty of Ecology,
- Faculty of Agrarian Studies,
- Faculty of Philology,
- Faculty of Humanities and Social Sciences, and
- Faculty of Economics.

In Addition, there are the Faculty of the Russian Language and General Knowledge Studies and three faculties for subject oriented continuing professional development (CPD) (Faculty for teachers of Russian as a foreign language CPD, Faculty for health staff CPD and Faculty for foreign language teachers CPD).

Peoples' Friendship University of Russia is due to own information of the HEI the only university in the world welcoming students from 145 countries on an annual basis. Specialist training is carried out in more than 60 fields and programmes. Roughly 28,000 students, post-graduate students, interns and residents, representing over 450 nations and nationalities, are currently studying at the PFUR. Furthermore, the University counts 5,000 employees, including 2,500 teachers, of whom 525 are full professors and doctors of science and 1,150 are associate professors and PhD-holders. The PFUR counts over 70,000 graduates.

Besides the membership in the International Association of Universities PFUR is a member of the Eurasian Association of Universities. Also, the University cooperates with the International Francophone Organisation, the Association of Universities of European Capitals and European Association of International Education. The PFUR has currently more than 160 contracts of cooperation with foreign universities and scientific centres and takes part in programmes and forums conducted by the United Nations, UNESCO, the Council of Europe and other international and intergovernmental organisations. Furthermore, it is among the founders of the Cooperation Network of Universities of Europe and Central Asia, the Academic Network of Universities of Eastern and Southern Europe and a member of the University Organisation of the Black Sea countries as well as a participant of Salzburg seminars (Austria) for university staff.

The study programme "Economy of the Company and Industry Markets" at hand belongs to the Faculty of Economics.

Description and appraisal in Detail

1. Strategy and Objectives

1.1 Logic and transparency of programme objectives (Asterisk Criterion)

The programme's mission is to train professional specialists that can conduct efficient activity of business entities in industry markets considering their specific nature in the conditions of dynamics of the present-day economy and thereby contribute to the competitiveness of Russian companies. The programme trains highly-qualified students to work in particular economic spheres by receiving deep knowledge in the sphere of competitive advantage of business and practical skills of their realisation. This includes skills of self-development and efficient satisfaction of the personality's individual needs for continuous education on the current level.

Graduates of the programme are capable of the following activities:

- mastering the models and methods of the complex study of external environment factors, factors underlying the specific development of industry markets and behavior of companies in these markets, monitoring and analysis of market development, preparation for conducting such research and making decisions in practical activity,
- studying present-day technologies, technologies of cluster business organisation policy, as well as logistics and supply chains management that make it possible for the companies to successfully compete in integrated structures of the "extended enterprise",
- studying approaches to the formation of company's strategic architecture, business models, learning the method of strategic and competitive analysis of the activity of particular market subjects and making decisions related to the improvement of their competitive advantage,
- in-depth study of present-day approaches to ensuring innovational development, corporate management, change management,
- mastering the models and methods of analysing the financial and economic activity of the company, price formation, evaluation of business and company value,
- formation of the skills of company activity organisation in the international market, in the sphere of external economic activity, skills of cooperation with customs authorities.

The programme correlates with the mission of internationality of the Peoples' Friendship University of Russia. While uniting people of different nationalities, races and religions by knowledge, the HEI prepares professionals who are able to successfully work in any country of the world and show their creativity in conditions of interrelation of civilisations and diversity of the contemporary society. According to PFUR, the graduates demonstrate the best qualities of individuals, acquainted with achievements of world culture and carried the ideals of humanism, democracy and peoples' friendship. Additional objectives of the programme are forming active citizenship, augmentation of moral, cultural and social values and the development of appropriate behavioral skills in the new economic environment.

Appraisal:

The objectives of the programme are set out consistently in relation to the described field of activities in company and industry markets. The panel assesses the aim of the programme as very comprehensible and considers the explanations of the objectives as clear and intelli-

gible. The objectives are based on subject-specific and generic learning outcomes which are in line with the academic state of the art and the level of the qualification to be awarded on completion. The panel also comes to the conclusion that the areas: empowerment, employability and personality/personal development are taken into account by the objectives of the programme.

In the view of the panel the Dublin Descriptors are adequately covered by the intended learning outcomes. Also, the requirements of academic abilities are fulfilled. Hence, the panel considers the learning outcomes of the programme to be at the appropriate level for Master degrees.

The University analyses the findings of alumni tracking studies. The findings of the studies are considered within the developing process of the programme.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1*	Logic and Transparency of Programme Objectives			X		

1.2 Positioning of the programme

The world economic crisis has shown how important it is for companies to be able not only to cut expenses but also find new solutions to increase competitive advantages and preserve business stability in complicated macroeconomic conditions. The programme “Economy of the Company and Industry Markets” is based on the systemic approach to the economy as a complicated multi-factor process that develops in a wide social context, has a considerable influence on it and experiences an important back influence. As the PFUR states, its education programmes as well as the institution itself are continuously estimated and compared in various ratings. The ratings are aimed at both ranking institutions of higher education and offering orientation for entrants and their parents, as well as for employers, regarding the quality of training at the institution (e.g.: according to the results of the national ranking of 2012/2013 academic year of Interfax news agency, among the classic, federal and national research universities in terms of development of international activities (internationalisation) Peoples' Friendship University of Russia took the first place). According to PFUR, it keeps its leading position on the Russian education market through stable and long-term relations to alumni and external organisations, which allow monitoring changes on the labour market. Another advantage is the international orientation and the attractiveness of the programme for foreign students. The programme implements educational objectives and qualifies specialists with the ability to solve professional problems in different countries of the world and it is demanded from all regions of Russia as well as CIS member states and students of the countries of Europe, Asia, Africa and Latin America. According to this, 5% to 45% of the students in the programme in the cohorts of 2010 till 2013 were foreigners (see also chapter 3.3).

According to PFUR, present-day organisations have an acute need for professional economists that form concepts and ideas of business development, possess the technologies and skills of preparation, and that make and realise efficient decisions in the conditions of resource and time limitations that ensure high competitive advantage and investment attractiveness of companies in the current conditions. The demand for this programme’s graduates was determined by the programme management on the basis of labor market analysis, in particular, analysis of professional sphere. Based on the results, the programme offers a

fundamental training in the sphere of macro- and microeconomics, econometrics, and is combined with an active study of applied subjects: economy and organisation of industry markets, business evaluation and company value management, company's economic strategy, economy of the company's innovational activity, business planning and feasibility study of investment projects, analysis and diagnostics of the company's financial and economic activity, logistics and supply chains management, project management, etc. The programme is aimed to prepare economic personnel for top and middle level of companies management, and to prepare analysts and researchers to work in the organisations of large, small and medium businesses in different economic sectors, that are demanded in production companies, service industry, research, consulting, state and non-commercial structures. After completing the programme, the graduates are ready to work in the conditions of increased demand for professional mobility and they can think creatively and propose new ideas and out-of-the-box solutions.

The strategic goal of the Peoples' Friendship University of Russia is the formation of the world elite for economy, science, culture of Russia and foreign countries within the framework of an efficient realisation of Russian geopolitical and geoeconomic interests through export of educational services. The Master's degree programme corresponds to the aims and goals of the direction of PFUR's Strategic Development Programme (see also chapter 5), and ensures its realisation in the part of increasing the efficiency of highly-professional specialists training in the sphere of economics for the Russian Federation, as well as national personnel for foreign countries. The programme performs the educational tasks that comply with PFUR's Strategic Development Programme and is aimed at:

- ensuring a high quality of training and educational process,
- widening of the possibilities for teaching foreign languages,
- HR potential development, and
- development of international cooperation (see chapter 4.3).

Appraisal:

The described profile and the competence goals are such that the programme – which is held in Russian – can compete on the Russian education market. Students from Russia and other countries take part in the programme and the panel has no doubt that the graduates can compete successfully on the job market in Russia and abroad. The future fields of employment for graduates are described plausibly and correspond to the foreseeable demand. The programme promotes clearly the competitiveness of its graduates on the job market. The HEI takes part in different rankings with very good results. The way in which the programme is incorporated into the HEI's overall strategy is clearly described and comprehensible reasons are given, i.e. specialists training and international orientation. The programme pursues qualification goals which correspond to the HEI's concept and strategic planning.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.2	Positioning of Programme					
1.2.1	Positioning of the Programme on Education Market			X		
1.2.2	Positioning of the Programme on Job Market (Employability of Graduates)			X		
1.2.3	Positioning within HEI's overall Strategy			X		

1.3 International orientation of the programme (Asterisk Criterion)

PFUR positions itself as an internationally-focused university. This is mainly determined, as the PFUR explains, by the University's entering the European educational environment, (Russia signed the Bologna Accords in 2003). The Bachelor's and Master's educational levels were introduced in PFUR as early as in 1989. Correlating to this PFUR was among the first in Russia to implement the system of credits and modules in organising the teaching/learning process using ECTS-credits, the Faculty also developed a form of the European Diploma Transcript. As the PFUR states, academic mobility has become one of the manifestations of the international focus of its study programmes. The teaching language in the programme is Russian. But a foreign languages course is part of the programme, too. International contacts of the teachers involved in the programme make it possible to include cases built on the international practice of conducting business in the educational process, and apply the advanced present-day practices that meet the quality standards of the leading foreign universities. Furthermore, the students have an opportunity to study in foreign educational institutions on the basis of a programme exchange education system.

Appraisal:

The programme objectives and strategy are geared to ensuring internationality in teaching as well as graduate employability. In opinion of the panel the programme equips graduates with the skills they need to perform the tasks required in an international environment by means of targeted knowledge and skills development. The orientation reflects in the internationally oriented content of the programme (see chapter 3.3).

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.3*	International Dimension of the Programme			X		

1.4 Gender equality and equality of opportunity

According to the PFUR Mission, working with students is aimed at forming tolerant cross-cultural environment and uniting people of different nationalities, races and religions through knowledge. In the University, the concept of multiculturalism is implemented. At present, the HEI counts students out of 145 countries. Conceptually, the requirements of gender equality and equal opportunities for students in specific life situations (international students, people with migration past, students from social groups with limited access to education, etc.) are considered in PFUR on the basis of the Gender Strategy of the Russian Federation (2002), namely – achieving equal rights for women and men in society, overcoming all forms and manifestations of gender discrimination, creating political foundations and necessary social conditions for the most complete realization of women's and men's natural abilities in all spheres of their work, social and private life. As the HEI points out, there is no gender discrimination at admission to/expulsion from the University or at the evaluation of students' knowledge, at elections or appointments to posts. Since its foundation, a Women's Committee was founded at the PFUR – an international public organisation uniting students, graduates, attending physicians and trainees of the University. As for research, gender problems in education and in professional activities are regularly researched at the University. Gender aspect is, as the HEI underlines, also considered in most psychological, pedagogical and sociological researches. What is more, material support, employment assistance and medical assistance and personal schedules are offered to students in weak living situations.

Appraisal:

The panel members came to the conclusion that gender equality and the implementation of general bans on discrimination are promoted by the PFUR. The requirements of gender equality are based on national standards. Besides, the PFUR has put effort to ensure equality throughout the whole study programme and on campus, which unites multicultural students. Teacher, manager and students have to sign a code of honour, according to which education at PFUR implies mutual understanding and communication in terms of internationalism, friendship and respect for cultural and religious characteristics. Several alternatives for material stimulating students such as academic and social allowances and scholarships have been running in order to offer opportunities for students in weak living circumstances. What is more, a Women's committee dealing with issues relevant for women in education exists. Furthermore, an entitlement to compensation for disabilities for disabled students in terms of time and form of examinations is implemented (see chapter 3.1).

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.4	Gender equality and equality of opportunity			X		

2. ADMISSION (ADMISSION PROCEDURE) AND PROCESS

In order to gain admission to the study programme at hand, applicants need to have a higher professional education (Bachelor's diploma, Specialist's diploma) confirmed with a state-recognised document and need to pass the competitive selection. Also, at the time of admission, entrants need to have good command of English (B2 Level of the Common European Scale of Foreign Language Proficiency) in order to master vast amounts of scientific literature, confirmed with an interview and written examination in test form. For confirmation of the level of foreign language proficiency, the Foreign Language Department of the Faculty of Economics organises tests according to the rules of the Cambridge certificates for students. No professional experience is required when applying for the study programme at hand.

The selections procedure includes a written examination consisting of 4 questions (the first one about economic theory, the second and the third ones about the general professional cycle, the fourth one in special disciplines of the relevant course). The assessment of answers to each questions is carried out with the use of a 25-point scale, which means that the maximum number of points is 100 points. Recommendations for admission to the programme from among those admitted to the contest are given within the quota assigned to each course for each unified contest group, on the basis of number of points scored at the examination. The number of people admitted to state maintained Master's degree programme in each major is determined by the admission quotas approved by the Federal Agency for Education.

Foreign citizens, having a Bachelor's degree or the Specialist's degree with the higher Professional education, or foreign document confirming education, recognised as equivalent in the Russian Federation to the Bachelor's degree or the Specialist's degree with the higher Professional education, are admitted for education on Master's degree program. Foreign applicants have to take the selection procedure as well. All admission examinations are held in Russian language except the exam regarding the English language competencies.

Transfer from one programme to another normally takes place during the first year. Provision on Student Transfer Regulations of 1998 (as amended under the Minister for Education's orders in 2001 and 2010) establishes the rules of a student's transfer from one educational institution to another ('Regulations on Students Transfer from One Higher Education Institution of the Russian Federation to Another').

General information on admission is available on PFUR's official website. Documents and information governing admission to the University, as well as the competition results, ranked lists containing the points, and enrolment orders are available on the Admission Commission stand and on PFUR's official Homepage. Moreover, information on the admission procedure is to be found in booklets and brochures and communicated during specific open days.

Appraisal:

The admission requirements are defined and transparent. The national requirements are presented and taken into consideration. By enrolling students having a higher professional education and by proofing English skills, the admission requirements ensure that qualified students are admitted. English language skills and entrance tests are the relevant criteria relating to an admission decision. The panel holds the view that the selection procedure ensures the acquisition of particularly qualified students in line with the goal of the programme. Professional experience is, as it is also the case in many Master-study programmes in Europe, no admission requirement, and therefore according to the panel not relevant.

The admission procedure is described, explained in a logical and transparent manner and documented for and accessible to the general public. The HEI provides information on the admission requirements and the admission procedure online and in brochures. Prospective students can moreover ask for personal information. The admission decision is based on objectifiable criteria and is communicated in writing.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
2.	ADMISSION (REQUIREMENTS AND PROCEDURE) AND OBJECTIVES					
2.1*	Admission Requirements			X		
2.2	Selection Procedure (if available)			X		
2.3	Professional Experience (* for Master Programmes of the "further Education" Type)					X
2.4*	Ensuring Foreign Language Competence			X		
2.5*	Transparency of Admission Procedure			X		
2.6*	Transparency of Admission Decision			X		

3. Implementation

3.1 Structure

The programme “Economics of the Company and Industry Markets” provides a two-year education with a total of 120 ECTS-Points. One academic year is credited with 60 ECTS-points whereby in one semester 30 ECTS-Points can be achieved. Each credit is based on a notional 36 academic hours (27 time hours) of student study time.

The curriculum consists of a basic cycle, a professional cycle and a cycle of special elective subjects (six subjects have to be selected) as well as scientific research work and practical training. The blocks contain “Basic” courses, which follow the Russian national standards of management-programmes and “variative” (specialised) courses, that are defined by the HEI. In addition, in optional disciplines the students can specialise with regard to each of the three cycles and deepen competencies of the Master’s degree programme. Practical training is envisaged for the fourth semester (“Pregraduation practice”, fifteen ECTS-Points).

The academic year consists of 40 weeks of theoretical training. In the final semester a final examination is conducted, which includes the defence of the final thesis and the passing of state examinations, in accordance with the State Educational Standard of higher professional education for the study programme at hand. The Master thesis comprehends ten ECTS-Points (regarding the preparation of the thesis see chapter 3.2). The State examination includes a test (computer testing using test programmes) and the main part (in oral and written forms), and is credited with five Credit Points.

Credits are assigned to all main types of educational work of a student:

- mastering educational disciplines and passing all attestations provided for them,
- writing and defense of course projects,
- undertaking pre-graduation practical training, and
- preparing graduate qualification work and passing final state attestation tests.

Assessments could be test papers, open questions, oral tests, written and verbal protections. Term examinations are conducted in periods of examination sessions, usually in the form of a test and a written work which duration is two academic hours.

As for the application of the European Credit Transfer and Accumulation System (ECTS), the main elements of ECTS-system have been used: the implementation of credits, grades in accordance with ECTS and characteristics of the educational workload.

Within the framework of ECTS there is a point-rating scale, which implies not absolute but relative grading. The student rating is set according to the results achieved in the course of training in a discipline or educational programme. The level of the students’ results determines the students’ position in the rating scale and is proved by the given mark in accordance with an appendix to a higher education certificate. A Diploma Supplements has been introduced.

Modules according to the Federal State Educational Standards have been described in module descriptions enclosing purposes and targets of the subject, contents, final results (knowledge, abilities and skills), acquired competences and a list of obligatory and recommended literature. The description of subjects is uploaded by educators in the local network of the institution or on their personal web page. The mastering of each specific subject (module) is usually terminated by an examination.

Requirements for the volume and structure, admission procedure as well as requirements to the State Examination and assessment as a whole are defined by regulating documents of

People's Friendship University of Russia (assessment regulations: 'Regulation on Procedure and Organisation of Master's Programme at the Peoples' Friendship University of Russia (PFUR), "Federal State Educational Standard of Higher Vocational Education in the direction of training 080100 Economics (qualification (degree) "Master")'; admission rules: 'Admission rules of federal state educational institution of higher education "Peoples' Friendship university of Russia" to study basic educational programs of higher education'; recognition of qualifications: 'Order and correspondence recognition criteria of credit points, gained by students in other educational program').

The maximum amount of students' workload is 54 academic hours (40,5 time hours) a week, including all kinds of classroom and extracurricular (independent) work. The determination of the provided ECTS-Points implies the analysis of the students' real workload in studying particular subjects, while carrying out all the assignments set by teaching materials, such as essays, reports, etc. for receiving positive assessment in the given discipline. This work is conducted by the chairs responsible for teaching disciplines and for the quality of students' training. The teaching staff is to work out the strategy for the best use of students' time and resources; it is to determine the optimal ratio of classroom workload and independent work time. These study aids should be based on the results of the survey of students, who have completed training in the discipline, and their statistical analysis. In case of significant mismatch between the students' workload in the particular discipline and the credits for this discipline, the chair is either to modify or revise the discipline curriculum or request the Department Council to change the workload of the given discipline in the curriculum.

Appraisal:

In the structure of the student workload the ratio of basic, variative and elective subjects is weighted in a balanced manner. Six optional subjects on different issues provide, as the panel holds the view, the opportunity to broaden and systematise the theoretical and problem content of the obligatory courses. The structure therefore helps to set the objectives of the student workload and the students to acquire the skills related to the objective. Also, the amount of credit points per semester is evenly spread throughout the study programme. The compulsory practical training in the programme enhance the practical skills of the students.

Credit points and workload specifications have been implemented. Also, the concept of modularisation has been introduced to the programme. Relevant in this context is that the Russian system of education does not have a single definition of a "module". Usually, a module is an educational discipline divided into several semesters.

The module descriptions contain in particular a detailed description of the learning outcomes and acquisition of skills. Clear and reliable information about all assignments is to be assured via the module descriptions since, according to the module descriptions, each module is assessed via final certification (two academic hours in the form of written tests, open questions, verbal protections etc.). To assess the students' knowledge the score-and-rating system is used.


A set of study and examination regulations exists and this has been verified by legal experts. The structural requirements for the programme have been implemented. The option of spending periods of time at other HEIs and in practice without any loss of time is envisaged in relation to the mode of study, mainly via cooperation with other HEI. Credit Transfer from other HEI is regulated, too. Regarding the Order for qualification recognition the panel recommends focussing more on learning outcomes and less on structural information like ECTS-points.

A manageable student workload is ensured in the programme through consideration of the expected admission qualifications (see chapter 2), a suitable curriculum design and a plausible workload calculation which is monitored regularly.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.1	Structure					
3.1.1	Structure of the Programme (Core Subjects / or Specialisations (Compulsory Electives) / optional Electives/ practical Components)			X		
3.1.2*	Application of the "European Credit Transfer and Accumulation System (ECTS)" and the Modularisation			X		
3.1.3*	Study and Examination Regulations			X		
3.1.4*	Student workload			X		

3.2 Content

The module structure is shown in the following illustration:

Sample Curriculum Overview										 FIBAA of exam related to final grade
Here: Master's programme "Economics of the firm and industry markets," 4 semesters										
Modul No.	Title of Module / Course Unit	Credit Points per				Workload		Method of Teaching i.e. lecture course, seminar	Form and Duration of Examinations	
		1.	2.	3.	4.	Hours in Class	Hours Self- Study			
Example 1st Semester										
M.1.	Scientific Course	2				24	48			2/120
	Variative part									
M.1.5.	Professional Foreign Language	2				24	48	S	2 hours - verbally and in writing (test)	
M.2.	Professional Course	19	0	0	0	240	732			19/120
	Basic part					48	132			
M.2.B.1.	Microeconomics (Advanced course)	3				36	72	L/S	2 hours - written work	
M.2.B.3.	Econometrics (Advanced course)	2				12	60	L	1,5 hour -written work and test	
	Variative part					48	96			
M.2.V.1.	Business Valuation and Management of Enterprise Value	4				48	96	L/S	2 hours - written test, tasks	
	Elective Subjects. Block 1 (1 from 2)	3				48	168			
M.2.V.V.1.	Analysis and diagnosis of the financial and economic activities of the company					24	84	S	2 hours - written test, tasks	
M.2.V.V.2.	Industrial Policy of the Russian Federation					24	84	S	2 hours - written test, open questions	
	Elective Subjects. Block 2 (1 from 2)	3				48	168			
M.2.V.V.3.	External economic activities of the company					24	84	S	2 hours - written test	
M.2.V.V.4.	Corporate Finances					24	84	S	2 hours - written test, tasks	
	Elective Subjects. Block 3 (1 from 2)	2				48	96			
M.2.V.V.5.	Regulation of the energy sector in Russia and the world economy					24	48	S	2 hours - written test	
M.2.V.V.6.	Corporate security					24	48	S	2 hours - open questions, written test	
	Term work						72			
	Business Valuation and Management of Enterprise Value	2					72		written and verbal protection work,	
M.3.	Practice and research work	9	0	0	0		324			9/120
	Research work of Master's	9					324			

Example 2 nd Semester										
M.1.	Scientific Course	0	6	0	0	80	136			6/120
	Variative part									
M.1.2.	Cluster approach in the Development of Branches of National Economy		3			32	76	L/S	2 hours - written test, open questions	
M.1.4.	Economics and Organization of Branch Markets		3			48	60	L/S	2 hours - written test	
M.2.	Professional Course	0	15	0	0	240	480			15/120
	Basic part									
M.2.B.2.	Macroeconomics (Advanced course)		3			48	60	L/S	2 hours - written test, open questions	
M.2.B.3.	Econometrics (Advanced course)		2			32	40	S	1,5 hour -written work and test	
	Variative part									
M.2.V.2	Business planning and feasibility study of investment projects		3			32	76	L/S	2 hours - written test, open questions, tasks	
	Elective Subjects.Block 4 (1 from 2)		2							
M.2.V.V.7	Customs and tariff regulation					32	40	S	2 hours - written test	
M.2.V.V.8	Cost Management and Pricing					32	40	S	2 hours - test, open questions	
	Elective Subjects. Block 5 (1 from 2)		3							
M.2.V.V.9	Project Management					32	76	S	2 hours - test and open questions	
M.2.V.V.10	Ethics of Business Relations					32	76	S	2 hours - test and open questions	
	Term work									
	Economics and Organization of Branch Markets		2				72		written and verbal protection work,	
M.3.	Practice and research work	0	9	0	0		324			9/120
	Research work of Master's		9				324			

Example 3 rd Semester										
M.1.	Scientific Course	0	0	10	0	136	224			10/120
	Variative part									
M.1.1.	Economics of Innovation activity			5		68	112	L/S	2 hours - writing test and open questions	
M.1.3	Crisis Management and Restructuring			5		68	112	L/S	2 hours - writing test	
	Professional Course	0	0	11	0	170	334			11/120
M.2.V.3.	The Economic Strategy of the Firm			4		68	76	L/S	2 hours - written test, open questions, tasks	
M.2.V.4.	Corporate Management			2		34	38	L/S	2 hours - open questions, tasks	
	Elective Subjects. Block 6 (1 from 2)			3						
M.2.V.V.1 1.	Logistics and Supply Chain Management					34	74	S	2 hours - writing test and open questions	
M.2.V.V.1 2.	Organization of commercial activity					34	74	S	2 hours - written test	
	Term work									
	The Economic Strategy of the Firm			2			72		written and verbal protection work,	
M.3.	Practice and research work	0	0	9	0		324			9/120
	Research work of Master's			9			324			

Example 4 th Semester										
M.3.	Practice and research work	0	0	0	15		540			15/120
	Pregraduation practice				15		540			
M.4.	Final State Certification	0	0	0	15		540			15/120
	State Examination				5		180		Verbal form	
	Master's Thesis Defence				10		360		Public presentation	
M.5.	Facultative									
	Professional Foreign Language	2	4	4	4					
total		30	30	30	30					

Conceptually, the complex of subjects included in the programme ensures synergism of educational outcomes as regards receiving professional knowledge in the specialisation of the Master's degree programme. The subjects in the speciality, included in the programme (required and elective subjects) make it possible for students to acquire useful knowledge and skills in accordance with the individual selected trajectory. Furthermore, the programme completely ensures the goals achievement in accordance with the Russian National Qualifications Framework.

According to PFUR, the programme's description "Economics of the Company and Industry Markets" and the qualification title "Master of Economics" meet the content of the academic curriculum. Both reflect that the programme is an advanced course of basic economic subjects that are essential to a present-day economist, macro- and microeconomics, and econometrics, and includes foreign language education on a professional level as well.

The composition of subjects studied within the programme is conditioned by the practical needs for certain knowledge from the viewpoint of the graduates' efficient professional activity. It contains the handling of academic and practice problems, research as well as analytical and practical assignments in the course on the example of particular situations from the practice. Cases, term projects and the thesis make it possible to check and consolidate knowledge in practice, form the required practical skills, and to connect the mental activity with practical one. A considerable share of the student's independent work is a stimulus for self-education, and it encourages the students to acquire knowledge, skills and abilities, demanded in the professional sphere and life. The practical component of the study is consolidated by students in the course of practical trainings provided in the programme. Furthermore, the programme disciplines are connected, which implies the use of the knowledge gained in some disciplines in solving tasks of others. The training process involves not only the teaching staff of the Department of Economics but also from other departments (Department of Economics of the Company and Entrepreneurship, Department of Political Economy, International Economic Relations, Foreign Language Department, Department of Economic and Mathematical Modelling, Department of Finances and Credit). Special attention in the programme is paid to English languages.

Likewise, great importance is given to the training of methodological competences. The students are given the opportunity to do research and analytical work on the basis of the dialectic methods of learning, normative and positive approaches, as well as analytical and statistical methods. They form skills of understanding, systematising, and making comparative analysis of materials from specialised sources. Semester one till three contain a research part ("Practice and research work", each part is credited with nine ECTS-Points) where students do research work and start their Master thesis. After every semester, the students have to write an article about their work (first semester: plan of the thesis; second semester: first chapter/presenting the topic and the main question, third semester: two more chapters). In the fourth semester, the thesis needs to be finished and defended. Besides writing the Master thesis, the students have to pass the state examinations (see chapter 3.1).

Students are tested on whether or not they achieve the intended learning outcomes of the programme through the tests and assignments during the programme. A system of continuous assessment is used and has the advantage of students receiving continuous feedback on their progress. The continuous monitoring of student progress means that problems which some individual students may have are identified sooner, and instructors can immediately refer these students to the study advisors for a meeting.

Appraisal:

In the view of the panel, the programme at hand contains many important and contemporary courses and the contents of the programme are in principle adequate for the Master study programme, with the mixture of modules being balanced in terms of content. Also, regarding

the sequence of the modules, they are logically aligned to one another and with the qualification and competence goals. The elective courses included in the programme enable students to acquire beneficial skills in accordance with their own preferences.

The reasons for the qualification title are given and the title is in line with the focus of the programme content and the national requirements. Also, the programme description corresponds to the content of the curriculum. However, in the view of the panel the description could be corresponding more clearly with the programme's focus on large businesses and industrial companies. International programmes with a similar aim use descriptions like "Industrial Management" or "Industrial Business". The panel recommends PFUR to analyse such international programmes regarding their objectives and their programme descriptions and reconsider the given description "Economics of the Company and Industry Markets".

Theory and practice are sufficiently combined throughout the curriculum. Theoretical questions are geared towards application fields to promote employability on the programme. The included practical part is envisaged to link theory and practice as well. The programme's content also promotes interdisciplinary thinking.

Finally, the programme ensures that graduates have methodological competence. The panel appreciates the systematic approach of delivering the needed skills for research work and the final Thesis during the entire study programme. Methodological competence is also indicated as learning objectives in the module descriptions. The level of performance in examinations and the thesis are aligned with the learning outcomes of the module in terms of form and content. The requirements are in line with the level necessary to attain the qualification in question.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.2	Content					
3.2.1*	Logic and conceptual Coherence of Programme / Curriculum			X		
3.2.2*	Rationale for the Qualification Title			X		
3.2.3*	Reasons given for programme description			X		
3.2.4*	Integration of Theory and Practice			X		
3.2.5	Interdisciplinarity			X		
3.2.6*	Methodological Competence and Academic Work			X		
3.2.7*	Performance in Examinations and Thesis			X		

3.3 Internationality

The specialisation of the programme is laid out to different countries and is gaining more and more importance in the context of changes that take place on the global stage: globalisation of industry markets, deepening competition, strengthening international labor distribution,

development of integration forms of business. In this connection, the student's training is based on the use of the world experience of successful business, specific nature of national behavior stereotypes, aspects of intercultural differences and intercultural interaction, and approaches to corporate cultures formation in these conditions in the subjects. Courses that contain international content are:

- Corporate Management,
- Crisis Management and Restructuring,
- Custom and Tariff Regulation,
- Economics and Organisation of Branch Markets,
- Economics of Innovation activity,
- Ethics of Business Relations,
- External economic activity of a Company,
- Organisation of commercial activity,
- Regulation of the Energy Sector in Russia, and
- The Economic Strategy of the Firm.

Students are encouraged to participate in diverse groups for classroom exercises and to form diverse groups to work on their course projects. Furthermore, PFUR' students visit international conferences and seminars where students meet and communicate with international guests which also help them develop appreciation of different cultures.

Students from more than 145 countries of the world are studying at the PFUR. Through this, a unique multi-cultural atmosphere is established. In the previous cohorts (2010 -2013) of the "Economy of the Company and Industry Markets" programme 5% to 45% of students were foreigners. Students come from countries like China, Cote d'Ivoire, Lebanon, Mongolia, Kazakhstan, Ukraine, Tajikistan, Moldova, Tanzania or Ecuador. The majority of foreign students returns to their native countries after graduation and start their professional activity there. According to PFUR, this indicates the international employability of the graduates.

Many teachers in the study programme at hand have gained international experience either on an educational level or via practical experience. Also international experts are invited for guest lectures on a regularly basis. According to the HEI, the experienced foreign teaching staff enables the students to get deep knowledge in the area of Management beyond national borders.

A high amount of in-class work in a foreign language and extensive use of materials in a foreign language contribute to the employment of the graduates on a permanent basis. A course of professional foreign language is obligatory in the programme.

Appraisal:

The panel members came to the conclusion that the international orientation of the programme equips graduates with the skills they need to perform the tasks required in an international and intercultural environment. A significant proportion of the student community comes from abroad. Furthermore the international composition of the teaching community corresponds to the requirements and affords the acquisition of skills.

The foreign language courses with their contact hours and the used foreign language material as well as used materials of modules with international content are sufficient to promote the employability of graduates on a continuous basis.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.3	Internationality					
3.3.1*	International and intercultural aspects			X		
3.3.2	Internationality of Student Community		X			
3.3.3	Internationality of Teaching Community			X		
3.3.4	Foreign language content			X		

3.4 Additional acquisition of knowledge and skills

PFUR pays great attention to the students' development of generic skills. The aspects of ethics and morals, skill acquisition, management concepts (such as leading negotiations, dispute resolution, etc.), responsible citizenship, personal development, and mutual respect are taken very seriously. PFUR makes sure students develop knowledge of these aspects and apply it in real life. This happens during the courses and through extracurricular events like conferences or scientific seminars. Such events give students the opportunity to communicate with students, practitioners, professors, etc.

In addition, the students practise communication and public-speaking skills in various ways. Many courses have several assignments that students must complete for passing the course. In such courses, the students need not only to complete in research and writing but also in presenting the results in class to the other students (verbal protection, public presentation etc.). Furthermore, team projects promote conflict handling skills. In the courses, the students are counselled how to handle their team-problems.

Appraisal:

As the panel states, the development of generic skills such as ethical aspects, leadership, or responsible handling of colleagues and employees are provided in the programme on a consistent basis. Also, in a number of modules, students are required to present the results of their studies and practise teamwork, whereby the ability to publicly communicate is convincingly fostered. The panel appreciates the way in which communication skills and public-speaking skills as well as team-work and conflict resolution are nurtured by means of knowledge and skills development in the programme and the way students practise the techniques individually in several activities.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.4	Additional Acquisition of Knowledge and Skills					
3.4.1*	Acquisition of application and / or re-research-oriented skills (only for Master programmes in Germany)					X
3.4.2*	Generic Skills			X		
3.4.3*	Communication skills and public speaking skills / team-work and conflict handling			X		

3.5 Teaching Methodology

The teaching function can be expressed in providing students with knowledge, skills and abilities they need in their future professional activities. All the disciplines of the programme are closely related to each other and arranged in such way that the students receive basic knowledge at first, and then specialised (professional) knowledge. The task of the professor is to acquaint students with new scientific knowledge to help them realise their potential in independent work.

Educational and methodical complexes of disciplines involve the following teaching techniques:

- lectures,
- seminars,
- practical classes,
- round table discussions,
- case studies,
- role plays,
- business games, and
- creative projects.

During the education, e-learning with the use of the educational portal of the PFUR Faculty of Economics is utilised. The portal is user-friendly and encourages the students to further self-study.

In the programme materials for all disciplines of the curriculum for organisation and realisation of independent works, lectures, seminars, coursework and final qualifying works are agreed with the results of training and are available in required quantity. The materials contain among others textbooks, manuals, lecture notes, guidelines and recommendations for laboratory works, practical training, course works (projects), rules of written works (control tests), set of individual tasks (abstracts) in the discipline, samples of course projects and work, individual tasks, essays and so on. All additional materials are available for the students in the educational portal of PFUR and educational portal of the faculty, as well as their hard copy are stored at the Department of Management.

Additionally to the regular study programme, guest lecturers teach on a regular basis in the programme. These guest lecturers come from a variety of occupations and bring special ex-

perience to teaching, which improve the employability of students through greater insight into professional practices in detail. Student assistants are currently not involved in teaching.

Appraisal:

The logic of the teaching methodology is adequate to lead students to the final qualifications; it is described and explained in a logical and transparent manner. A diverse range of methods is used on the programme and tailored to the specific modules. What is more, case studies, role plays, trainings etc. are used as part of the curriculum and are aimed at developing the students' skills.

The course materials are in Russian language, so not every panel member had the possibility to take a personal look at them. Because of the impression of one panel member and the detailed module descriptions the panel is convinced that the quantity and quality of the material is sufficient to engage the students in further independent study. This has been confirmed by the students of the programme in the round of talks with students and alumni during the on-site visit.

Additionally to the regular study programme, guest lecturers teach in the programme. The panel appreciates the activities in this field in the programme at hand. The guest lecturers come from a variety of occupations and bring special experience to teaching, which improves clearly the employability of students through greater insight into professional practices in detail.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.5	Teaching Methodology					
3.5.1*	Logic and Transparency of Teaching and Learning Methodology			X		
3.5.2	Accompanying course materials			X		
3.5.3	Guest Lecturers			X		
3.5.4	Student Assistants involved in Teaching					X

3.6 Skills for employment / Employability (Asterisk Criterion)

The overall aim of the programme is to facilitate graduate employability. It provides students with both general, transferable skills and specialist qualifications in the area of company and industry markets. As the HEI further points out, the programme at PFUR is strongly related to its occupational field. High experienced lecturers and guest lecturers are involved in the programme. International and local companies are willing to hire PFUR graduates thanks to their professional and soft skills qualities. The Master graduate possess the following competences:

- general cultural competencies,
- professional competencies,
- research activities,
- analytical activities,

- organisational activities, and
- management competencies.

The programme also enhances students' employability in an international context due to the international orientation and content as well as through the international environment at the University. Students develop advanced understanding of the issues involved in international and intercultural business, and the challenges and opportunities it presents compared to business activity within the domestic context.

Appraisal:

The panel is in no doubt that graduates of the programme will be employable, given the application orientation of the programme and the international context. The curriculum content is such that it is possible to achieve the employability aspired to in the programme objective and to get a degree, which has an explicit profile with regard to the content.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.6*	Skills for Employment / Employability			X		

4. Academic Environment and framework conditions

4.1 Teaching staff

The programme "Economy of the Company and Industry Markets" is implemented by scientific and teaching personnel having, as a rule, relevant major education according to the subject they teach, and scientific degrees, and systematically performing scientific and scientific-methods activities. The educational process is ensured by 19 teachers including 16 teachers in full-time positions (five Doctors of Economic Sciences, 11 Candidates of Science), three part-time teachers with an external second job (two Candidates of Economic Science, one specialist practitioner without academic degree, who is part time senior teacher at the Department of Economics of the Company and Entrepreneurship).

When preparing the curriculum, the involvement of teachers in other education programmes and their teaching load are, due to information of the PFUR, taken into consideration. The scientific content and the educational part of the Master's degree programme is generally managed by the University's full-time staff member having a doctoral degree and/or the title of full professor for the relevant area and at least three years of experience in higher Professional education institutions. The education programme may only be implemented by teachers who have passed competition in accordance with the internal order and been interviewed by the Programme's head and coordinators. The procedure of appointing a teacher to the position (on the competitive basis) is performed considering the University's strategic and professional requirements (Rector's Order № 107, dated February 8th, 2011). The attestation commission will then decide whether the teacher's qualifications are sufficient for the current position or if the applicant does not qualify for the current position.

The instructors regularly participate in internal, national and international conferences, visit exhibitions, forums, workshops, seminars and business training. Various pedagogical training programmes carried out at the University and outside allow the teaching staff to improve

teaching skills and methods, to learn about the latest techniques of the educational process and to use modern technologies in the classroom work. Furthermore, every full-time lecturer has to prove that he had taken part in further education in his specific teaching field (in form of courses, conferences, or by supervising final certifications of students).

Intramural cooperation is implemented within the framework of educational-methodical commission of the University conducting monthly meetings for considering educational and methodological issues. Also discussed are the development and implementation of the programme, coordination of modules and programmes, the certification of teaching materials in disciplines, the specification of practical training types and the development and approval of curricula. In addition, the Department regularly organises joint meetings, which are attended by the teaching staff to share experience and address issues of educational and organisational nature.

In the process of training, students have the opportunity to regularly receive consultation by a tutor of the Dean's Office regarding the selection of elective subjects in the programme. Individual and group consultations for students by the lecturers are conducted in classrooms according to a fixed schedule. Consultations are held weekly at the pre-set time. The consultation should help the students to master skills and provide effective course of study. In addition, students can communicate with professors via e-mail or Skype.

Appraisal:

The structure and number of teaching staff correspond with the programme requirements. A Cross-linking matrix shows the availability of the required capacity to implement the programme. Appointment procedures are implemented taking account of the strategic and professional requirements of the HEI. According to the CVs, the practical experience of the teaching staff is in line with the requirements of the programme for teaching. Besides, a number of lecturers have long-year experience in teaching. In addition, the staff's pedagogical/didactical qualifications are in line with their tasks and have been verified. As the panel has come to know, there is a regular offer to the lecturers to take part in further educational and pedagogical trainings. In addition, the teaching staff must provide evidence of their pedagogical / teaching qualifications on a regular basis.

Internal collaboration and coordination to agree on the modules and overall is ensured systematically. The department regularly hosts joint events, in which all of the HEI's teaching staff participates.

As affirmed by students of the PFUR during the on-site visit, the counselling of students by teaching staff is intensive. Student support and coaching are an integral part of the services provided by the teaching staff and are offered on a regular basis. E-mails are answered fairly quickly. Where necessary, the students are given support with academic and related issues. Altogether the students have no serious complaints.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.1	Teaching Staff					
4.1.1*	Structure and Number of Teaching Staff in Relation to Curricular Requirements			X		
4.1.2*	Teaching Staff's Academic Qualifications			X		
4.1.3*	Teaching Staff's Pedagogical / Teaching Qualifications		X			
4.1.4	Practical Business Experience of the Teaching Staff			X		
4.1.5*	Internal Cooperation			X		
4.1.6*	Provision of Student Support / Coaching by Teaching Staff		X			

4.2 Programme Management

The Programme Management plans and organises, co-ordinates and supervises in detail the work of all parties involved in the realisation of the programme and ensures the achievement of the objectives in view. The duties of the Management include among others:

- development of the curriculum and its coordination with relevant units of PFUR with Vice rector of Academic Affairs of the University (annual),
- guidance of realisation of all cycles of Master-level programme,
- determining of content of special subjects and elective courses for the programme,
- selection, appointment and use of academic staff to ensure educational programme realisation,
- organising of all types of practice trainings, midterm certification and final state attestation in accordance with the schedule of educational process,
- general management of research work of students,
- evaluation and adjustment of themes for course papers and final qualifying works,
- appointment of supervisors for final qualifying works of students,
- establishment and development of co-operative relationships with other higher education institutions (HEIs) and organisations, and
- supervision of compliance of the programme with the requirements for the realisation of the programme in conformity with the Federal State Education Standard for Higher Professional Education for the Management Graduate Course.

Upon their acceptance into the programme, students are provided with Information, which helps them to navigate administrative issues and explains all the necessary steps and certain offices they need to see while having questions. Admission support regarding courses and programmes, questions about the University, specific entry requirements, housing, registration, etc. is also an essential part of student support. In addition the PFUR Administration provides students and young teachers with regular efficient support in the following spheres:

- assist in preparation of graduate qualification work and candidate's theses,
- give them the opportunity to attend international scientific conferences, symposia,
- assist in organising scientific research work of students and young scientists with regard to the realisation of their creative abilities and career development,
- announce the Competition in Science and Innovation for Young Scientists (up to 35 years old) for scientific achievements and contribution to the PFUR scientific reputation for 2012 – 2016, and
- award scholarship of the PFUR Academic Council.

PFUR offers professional development for the administration staff (e.g. IT-courses, language courses).

The PFUR Charter stipulates that professors, teachers and employees of the Faculty have the right:

- to participate in discussion and decision-making with regard to the issues concerning activities of the Faculty directly or through public organisations and governing bodies of the Faculty,
- to dispute orders and directives of the University's administration and of the Faculty in accordance with established procedures, and
- to exercise other rights envisaged by the legislation of the Russian Federation.

Student organisations – faculty student councils, dormitory councils, regional student organisations, foreign communities, Ladies' Committee – take active part in decision-making and play an important role in the University life. The structure of student governing bodies makes it possible to influence decision-making with regard to organising and managing the educational process.

An elected representative body of the Faculty of Economics, called the Academic Council, takes part in organisation, management and realisation of the programme:

- appoints the Manager of the programme,
- approves annually the academic curriculum, course programmes and teaching materials,
- hears reports of the program manager, and
- supervises execution of the educational process at the realisation of the programme.

Appraisal:

As the panel came to know, the Programme Management coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly. The process organisation, administrative support as well as decision-making processes, skills and responsibilities are determined transparently. The lecturers and students are involved in the decision-making processes, which affect their areas of responsibility. The panel appreciates that an advisory Board has been installed and that the Board's recommendations are taken into account in the development of the programme. However, the panel recommends to involve more practitioners and representatives from companies in the Board, and make greater use of a view from outside of HEIs.

The administration acts as a service provider for students and teaching staff. In terms of both quality and quantity sufficient staff is available taking account of their involvement in other programmes so that the processes described can be implemented appropriately. Measures for personal qualification for the administration staff are provided.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.2	Programme Management					
4.2.1	Programme Directors			X		
4.2.2	Process Organisation and administrative Support for Students and Teaching Staff			X		
4.2.3	Advisory Body (Advisory Board) and its Structure and Responsibilities			X		

4.3 Cooperation and partnerships

The Department, due to own information, proactively collaborates with other HEI like the Charles University in Prague or the European University in Florence to advance the scientific and academic cooperation and improve the quality of teaching. The activities include among others lecturing and participating in joint conferences, educational activities, student exchanges, academic exchanges and with the aim of improving the teaching staff's qualifications. The results are, as the HEI underlines, also used for improving academic process at the PFUR. Furthermore, the Faculty of Economics takes an active part in foreign educational projects, including those organised by the European Union (7th Framework Programme of EU; such projects as Tempus, Erasmus-Mundus, etc.). In 2013, the Faculty of Economics became a winner of the international educational project "Good governance, strong democratic institutions, rule of law: prerequisites for investing in innovation, 2014-2015", whose realisation involved a range of the leading Russian and foreign teachers.

In order to coordinate cooperation with enterprises and other organisations, in PFUR, there has been established the Center for Employment Assistance for Students and Graduates (CEASG) that has successfully operated for many years. The CEASG cooperates with more than 400 state-owned and commercial enterprises and organisations, is willing to establish partnership with Russian and foreign recruiting companies, and invites PFUR students and graduates that are in need of assistance in finding a permanent or temporary job to use the available vacancy database.

The cooperation with enterprises is also used to significantly increase the number of training courses offered by employers and practitioners, based on competent approach considering needs of businesses and organisations (for example, such subjects as "Corporate Security", "Corporate Management", "Commercial Activity Organisation", "Business Planning and Feasibility Study of Investment Projects", etc.)

Appraisal:

Cooperation with HEIs with effects on the programme are actively pursued. The panel members appreciate the current cooperation of the PFUR in this field. Results are among others activities such as lecturer and student exchanges, joint conferences and invitations of guest lecturers. Furthermore, PFUR is actively involved in cooperation with companies other organisations and these cooperation produce concrete results, i.e. in internships for students and

teaching activities. Overall, the cooperation have a permanent impact on the programme and promote the development of the students' skills regularly.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.3	Cooperation and Partnerships					
4.3.1*	Cooperation with HEIs and other academic institutions or networks (Asterisk-Criterion for cooperation programmes)			X		
4.3.2*	Cooperation with enterprises and other organisation (Asterisk-Criterion for educational and vocational programmes, franchise programmes)			X		

4.4 Facilities

The PFUR Faculty of Economics is situated at the main building of the university which has dozens of classrooms in different sizes. The classrooms are equipped with modern multimedia facilities (projectors, interactive whiteboards, multimedia devices). The supporting departments of the Faculty has a sufficient number of laptop computers and projectors, TV-sets, voice recorders, and other types of the equipment necessary for the educational process. The computers have access to the Internet and the building is equipped with wireless Internet connection. The classrooms for studying foreign languages are equipped with computers, headsets, microphones, web cameras as well as a stationary projector, screen, video, DVD, the Internet and satellite TV with live broadcast programmes in foreign languages. The Classrooms and entrances are specially equipped for the disabled; access to them is barrier-free.

A research library was established along with the foundation of the University and was reorganised in 2008 into the Teaching/Learning Information Library Center. The Library is open both during semester and extra-curricular time. Opening hours are: Monday – Thursday 13.00 – 18.45 and Friday – Saturday 13.00 – 16.45. The Reading Hall is open: Monday – Thursday 10.00 – 20.45, Friday 10.00 – 17.45 and Saturday 10.00 – 16.45. The Library's stock counts more than 1.800,000 pieces and is, as the PFUR claims, updated monthly. What is more, the library's stock is made of print and electronic publications of main study and additional literature for general and professional subjects. The electronic catalogue was introduced in 1990. Since 2010, the PFUR Digital Library System (DLS) has been providing readers with information and an access to full-text documents. Currently, the PFUR DLS contains 3,901 full-text documents, 375,644 bibliographic records: educational, teaching and scientific materials, theses and author's abstracts, foreign and Russian publications of PFUR employees, conference proceedings, and periodical literature. The DLS allows individual access for each student via Internet connection.

During the last years, the major part of the work on information support of library readers has been transferred to a virtual environment. There has been gained access to 28 universal, professional, full-texted and bibliographic databases, such as:

- eLibrary.ru – Research Digital Library: public-access scientific magazines (about 300 titles, 31,369 publications); PFUR Bulletin, Economics series; 16 magazines by subscription,

- Grebennikon – Grebennikov Publishing House Digital Library. Full-text access to 28 magazines on marketing, management, finances, staff management,
- Library PressDisplay,
- SwetsWise online content – Information and Bibliography English-Language Databases on all fields of study including Economic Science. Possibility to order the full text of a magazine article,
- University of Chicago Press Journals,
- Alpina Publishers Publishing House books – present-day business literature,
- Thesis Digital Library of the Russian State Library (RSL),
- LexisNexis,
- The ONLINE University Library – University Library on-line, Educational and scientific literature, 2,728 titles including: European economy, Economic History, History of Economic Concepts, Global Economy, Russian Economy, Theory of Economics, Marketing, Banking, and
- Book collections of SPRINGER Publishing House, and others.

There are 33 computers in the library rooms – these are fully stocked workstations with all necessary software. Six additional workplaces are barrier free. WI-FI is available in the reading rooms and halls of the libraries. The development plan is, as the PFUR states, revised on a regular basis to appropriately meet the needs of education programmes. The development strategy of the library has been planned in the Medium-Term Development Programme of PFUR for a three-year period. Annual plans of the Library development are formed on the basis of strategic objectives of PFUR.

Appraisal:

In the view of the panel, the number and size of teaching rooms and the equipment of all learning facilities are in line with the needs described for the programme, also taking into account of the use of resources for other programmes. The campus is fully equipped with modern information technology. Free access to a Wi-Fi network is available for students. The quantity of workstations in general is sufficient as well. The relevant facilities for the programme are barrier free.

A library is available and open both during and outside of semester time for sufficient periods. A development plan for the library exists. Access to literature and journals as well as digital media is in line with the programme contents and up to date. The opening hours and the support service take into account the students' needs. There are sufficient library workstations available to students with sufficient technical equipment and rooms for group work.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.4	Facilities					
4.4.1*	Quantity, Quality and Media and IT Facilities of Teaching Rooms			X		
4.4.2*	Library Resources			X		
4.4.3	Number of Technical Equipment at Library Workstations for Students			X		

4.5 Additional Services

The Center for Employment Assistance for Students and Graduates (CEASG) (see also chapter 4.3) collaborates with state institutions, organisations and companies. By representing the PFUR on the labour market and keeping close contacts to a wide range of employers, it is aimed to assist students and alumni in entering the job market. It also informs students and alumni about practical studies, trainings on probation, and vacancies offered by leading employers and conducts among others presentations, workshops, conferences, job fairs together with employers. Psychological consulting at the employment is also offered to students. The centre for promoting job selection and employment uses an online resource, the “PFUR practical Work and Employment”, created for efficient interaction between the PFUR students/alumni and PR departments of employers.

According to PFUR, many alumni stay in touch with their departments, faculties, and professors beyond graduation. For the purpose of contact keeping PFUR Friends Association was established at the University. Its activities are aimed at the University's supporting relations to alumni of different generations, as well as at collaborating with Russian and foreign alumni in various areas, including giving alumni an opportunity to continuously improve their qualifications. The Department for Working with Alumni was established for the coordination of all activities which involve alumni – including alumni and alumni's associations and organisations in the University's scientific, research and goodwill projects.

The issues of social development at the University are addressed by a number of divisions, first of all by the Social Development, which mainly focuses on arranging recreation and health resort treatment for the employees and their families, welfare assistance for employees and teaching personnel, issuing social allowances and certificates for employees, teaching staff and students, issuing work incapacity certificates and other. Also, the Student Council, a public authority of self-governing for the University's students, focuses its activities solving the vital problems of students, developing their social activities and supporting social initiatives. One of the major functions of the Council is representing and protecting social, labour or other rights and legal interests of students at PFUR. Besides, there are several alternatives for material stimulating students such as academic and social allowances and scholarships. Furthermore, the PFUR seeks to protect students' health from the first days of their stay till the very end of their education. There is a University-based polyclinic that has doctors of all specialties and is equipped with the most up-to-date medical equipment. Regular monitoring of students' health is carried out by general practitioners assigned to each Faculty. There is a polyclinic-based in-patient department that hospitalizes students that are in need of such care.

Appraisal:

Careers advice and a placement service are offered for the students/graduates to promote employability via different ways. Besides offering assistance in entering the job market, the Centre for promotion of employment also keeps students and alumni updated on practical studies, trainings on probation, and vacancies offered by leading employers. These activities are planned on a long-term basis, performed regularly and advertised vigorously.

An alumni organisation has been set with the aim of developing an alumni network. Also annual meetings do take place. On the PFUR homepage, one finds an extra section for Alumni with relevant subsequent groups, information on TV contributions and announcement of annual meetings. Contact details of responsible persons are also given on the website.

Counselling and welfare services are an integral part of the HEI's services and are offered on a regular basis. In addition, the University's Students Council or the University's polyclinic

give individual advises and offers on several questions associated with the student's daily life.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.5	Additional Services					
4.5.1	Careers Advice and Placement Service		X			
4.5.2	Alumni Activities			X		
4.5.3	Individual Counselling and Welfare Services for students		X			

4.6 Financial planning and financing of programme (Asterisk Criterion)

A strategic Plan of Development and PFUR faculties institutes and other divisions' development plans has been developed according to own information, and financial planning is performed clearly and in accordance to the named plan. The individual education programme is funded on a centralised basis within the framework of the PFUR's general budget that, in its turn, has various revenue items, such as: aid grants of the Ministry of Education and Science of the Russian Federation (public money), allocated to the University for each PFUR student entering the 1st year of study or already studying on the state-subsidised basis – basic (budgetary) funding; earnings from students studying on contractual basis, receipts from academic pursuits and developments performed by the University (various grants, work under business contracts) and earnings from various activities provided for in the PFUR Regulations (supplementary education, further education, providing various educational services). The financial plan is being managed and controlled by Departments deans (institutes directors). Each programme is funded according to the Cost Estimate for Implementing a Higher Professional Education Programme, adopted by PFUR, on the basis of the following cost components underlying the basic higher Professional education programme implementation:

- teaching staff salary,
- educational support personnel salary,
- administration - management personnel salary,
- students' scholarships,
- teaching materials for the programme start,
- informational and library support of the educational process,
- the level of computerization of the University and computer facilities for educational and scientific activities,
- proper maintenance of training facilities (including repairs and utility charges), the housekeeping unit ,
- laboratory and other equipment and technical training facilities,
- providing training and work practices,
- expendables,
- publishing,
- upgrading qualification of the teaching staff,
- proper maintenance of classrooms and hostels,
- outlay for scientific research,
- sports complex,

- student Cultural Center,
- policlinic,
- communication services,
- training and experimental workshops,
- business trips,
- international activities and
- public order and security.

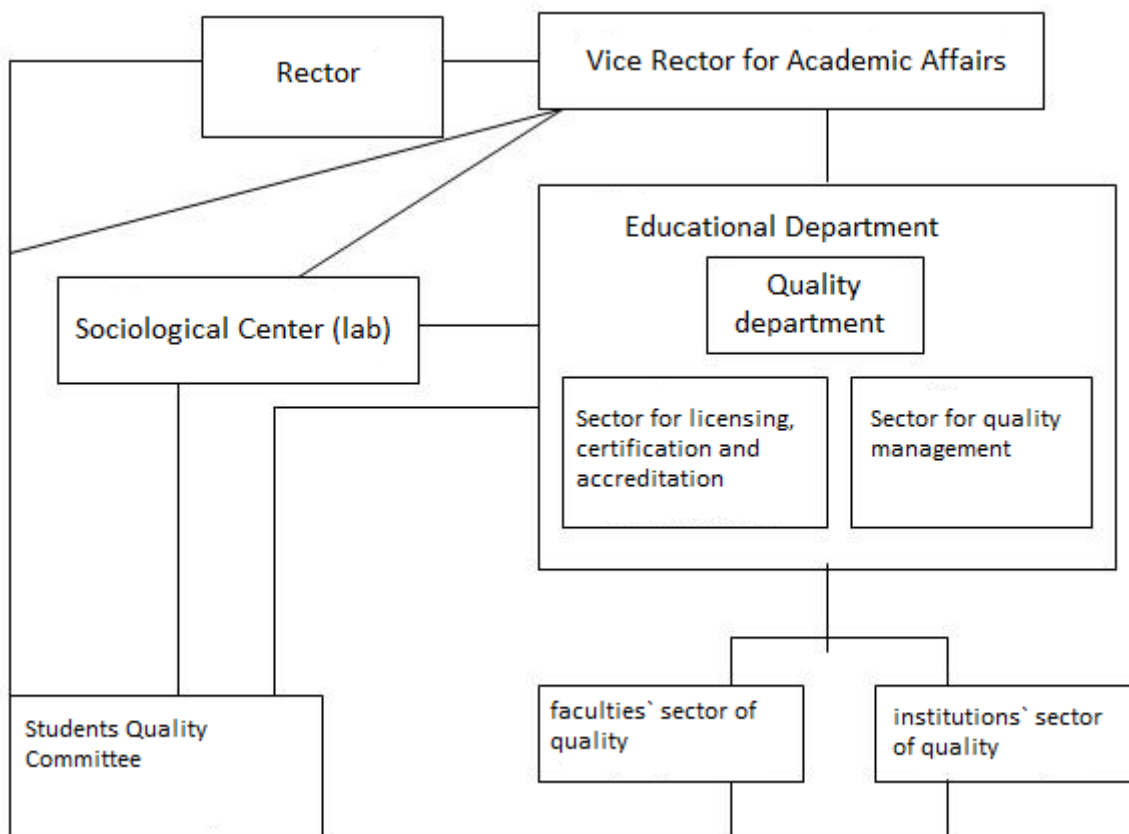
Appraisal:

The HEI has described a financing strategy, which includes a reasonable degree of detail and is transparent. In addition, there are agreements concerning the basic funding. A general budget exists. Within the limits of a review process and with regard to financial stability of the HEI in recent years, the panel concludes that financial stability is ensured for the current programme cycle and the entire accreditation period.

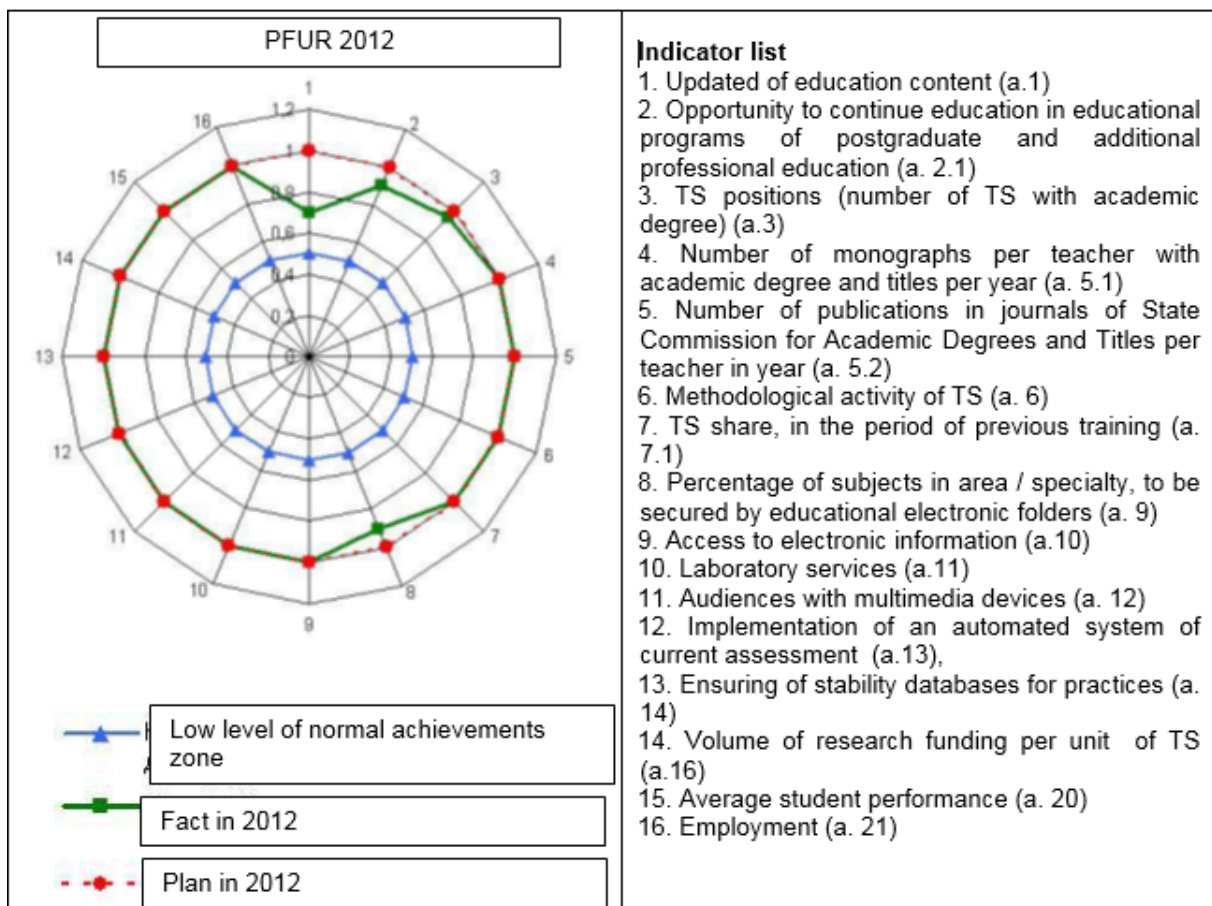
Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.6*	Financial Planning and Financing of Programme			X		

5. QUALITY ASSURANCE

According to own information, PFUR's activity quality enhancement strategy is set out in "Strategic Plan for PFUR Development for the period of 2013 – 2015", adopted by the general University conference of the teaching staff, researches and students in 2013. This document defines key activities, their strategic goals, and quality enhancement areas. In addition, the programme at hand is, due to HEI's own information, updated on a yearly basis with consideration of the development of scientific knowledge, technologies and the social sphere. It includes information on the quality management and its objectives, the questionnaires used, Student Commission on teaching quality as well as the structure of the quality assurance service, which can be illustrated as follows:



As for quality management, a system, taking into account both a quality assurance policy and the University development goals, has been introduced. In order to provide control over implementation of PFUR Education Quality Assurance Programme, the Education Quality Department of Educational Policy Directorate annually monitors criteria and analyses education productivity in each faculty and area of study. The indicators obtained are entered into the database where they are normalised in compliance with established rules. The Data will then be analysed and used for the creation of strategic and operating plans of quality assurance. Finally, measures will be taken, leading to a new level of monitoring. For each activity of the University, quality parameters and their edge values (indicators) are defined for the period from 2013 to 2015 both for the entire PFUR and for each faculty and institute. Periodic reports on meeting these indicators are discussed at University-wide conferences, where amendments are made; the results are published as medium-term programmes of PFUR, faculties and institutes development. Measures on the programme implementation are discussed during the year at the meetings of the Academic Board, Rector's Office, University Management Commission, meetings at the Rector's, Pro-Rectors' briefings. As the PFUR states, its quality management system has been recognized in meeting the requirements of ISO 9001:2008 by AFNOR certification systems; IQNet (The International Certification Network), and GOST R certification system (Russia).



At the end of every semester students write their anonymous review of the classes and give their feedback on its quality. These reviews, according to the PFUR, are used continually to improve the quality of the programme. The used questionnaire contains several detailed questions regarding the actual workload of the courses. Additionally, the students answer open questions on which aspects they liked and disliked about the lecture as well as what suggestions they have to improving the course. Also, PFUR attaches great importance to continuous communication with the Student Quality Commission. The Student Commission has been operating at PFUR since 2006, providing among other tasks control over arrangement and quality of training at faculties and institutes of the University, participation in education quality assurance programme development, control over courseware supply, coordination of its activities with the faculty/institute quality service, making proposals to faculties' Education Boards on adding new subjects into the curriculum, informing students on terms of and procedure for compensation for missed classes and passing examinations and providing for assistance to junior students within educational framework. What is more, direct communication of the Rector with the students at regular meetings and via e-mail are, according to PFUR, arranged on a regular basis. Results of the latter meetings are to be found at the Student Commission web page. Finally, regular meetings of Deans (institute directors) and their deputies with faculties' student education quality commissions take place.

Teachers have the opportunity to participate in education quality evaluation through the following forms of communication with the administration:

- general meeting of the teaching staff of PFUR (once a year),
- rector's meeting with all Faculty Academic Councils and educational institutions (at least once per year),
- reports of department heads at the Presidium of the Academic Council of Peoples' Friendship University: the report provides information on department activities in all areas of quality improvement with values of relevant parameters (in holdover),

- individual comments, complaints and suggestions of the workflows participants to be submitted to the rector, vice-rectors, deans, and
- sociological research among faculty members (at least once in every three years).

PFUR also uses questionnaires to ask alumni of the programme about their actual job situation and about the positive and negative aspects of the programme in general and regarding the programme's content. In addition, alumni are invited by PFUR to participate in University's scientific, research and goodwill projects. PFUR uses these occasions to get also feedback on the programme. Companies which cooperate with PFUR in form of internships for students or mutual projects receive questionnaires too, and are invited to give feedback on the students or graduates work.

Requirements concerning the content of the programme, its structure and certifications are published and available for online access on the website of the HEI. This includes among others the programme's curriculum, information about the examinations and the conditions of admission. An English version of the website exists but is still in a process of development. Most important information (e.g. admission regulations) is already available. Professionally-oriented and general consulting is conducted for students in order to solve problems which are not reflected in the given documents.

Information about the activities within the programme during the academic year is presented in the Annual Report on Research, Academic Affairs, the report on the implementation of the Medium-term Department development programme and the report on the implementation of the programme concerning the quality of education at PFUR. The reports provide among others general information about the University, academic work, quality of education, scientific work, international activities, social development and extra-curricular activities.

Appraisal:

The panel members came to the conclusion that the PFUR has formulated quality targets for the development of programmes and regularly assess their implementation. Its system of quality assurance and development is designed comprehensively so that continuous quality improvement of the institution can be achieved. Also, a quality assurance and development procedure exists, which is used systematically to continuously control and monitor the quality of the programme content, processes and outcomes (quality circle). Teaching staff and students are involved in corresponding committees to plan and assess the quality assurance and development procedures.

Evaluation by the students and teachers is carried out on a regular basis and in accordance with a described procedure. The HEI handed out a questionnaire which is used for evaluation of the courses and checks among others if the estimated Workload (academic hours and self-studies) corresponds to the actual workload of the students. Alumni, employers and organisations are involved in the quality circle as well. The panel recommends communicating the results of evaluation to all relevant parties – especially the students – more systematically.

As for the description of the programme content, the panel states that the programme is described in detail and the description is constantly updated. The documentation is available to interested parties, both in hard copy and electronic form, and it ensures a high level of transparency. Regarding the English version of the programme's website, the panel recommends to publish soon all additional information that is not yet available.

Also, the activities which take place during the academic year are continuously documented and published in annual reports.

Quality Ratings

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
5.	QUALITY ASSURANCE					
5.1*	Quality Assurance and Development of the HEI and collaboration between the HEI management and Faculty/Departments as well as programme management in the programme development			X		
5.2*	Quality Assurance and Development of Programme Content, Processes and Outcomes			X		
5.3	Instruments for Quality Assurance					
5.3.1*	Evaluation by Students			X		
5.3.2	Quality Assurance by Teaching Staff			X		
5.3.3	External Evaluation by Alumni, Employers and third Parties			X		
5.4	Programme Documentation					
5.4.1	Programme Description			X		
5.4.2	Documentation of Activities during Academic Year			X		

Quality Profile

Institution: Peoples' Friendship University of Russia, Moscow

Master programme: Economy of the Company and Industry Markets (Master of Economics)



Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1*	Logic and Transparency of Programme Objectives			X		
1.2	Positioning of Programme					
1.2.1	Positioning of the Programme on Education Market			X		
1.2.2	Positioning of the Programme on Job Market (Employability of Graduates)			X		
1.2.3	Positioning within HEI's overall Strategy			X		
1.3*	International Dimension of the Programme			X		
1.4	Gender equality and equality of opportunity			X		
2.	ADMISSION (REQUIREMENTS AND PROCEDURE)					
2.1*	Admission Requirements			X		
2.2	Selection Procedure (if available)			X		
2.3	Professional Experience (* for Master Programmes of the "further Education" Type)					X
2.4*	Ensuring Foreign Language Competence			X		
2.5*	Transparency of Admission Procedure			X		
2.6*	Transparency of Admission Decision			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.1	Structure					
3.1.1	Structure of the Programme (Core Subjects / or Specialisations (Compulsory Electives) / optional Electives/ practical Components)			X		
3.1.2*	Application of the "European Credit Transfer and Accumulation System (ECTS)" and the Modularisation			X		
3.1.3*	Study and Examination Regulations			X		
3.1.4*	Student workload			X		
3.2	Content					
3.2.1*	Logic and conceptual Coherence of Programme / Curriculum			X		
3.2.2*	Rationale for the Qualification Title			X		
3.2.3*	Reasons given for programme description			X		
3.2.4*	Integration of Theory and Practice			X		
3.2.5	Interdisciplinarity			X		
3.2.6*	Methodological Competence and Academic Work			X		
3.2.7*	Performance in Examinations and Thesis			X		
3.3	Internationality					
3.3.1*	International and intercultural aspects			X		
3.3.2	Internationality of Student Community		X			
3.3.3	Internationality of Teaching Community			X		
3.3.4	Foreign language content			X		
3.4	Additional Acquisition of Knowledge and Skills					
3.4.1*	Acquisition of application and / or research-oriented skills (only for Master programmes in Germany)					X
3.4.2*	Generic Skills			X		
3.4.3*	Communication skills and public speaking skills / team-work and conflict handling			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.5	Teaching Methodology					
3.5.1*	Logic and Transparency of Teaching and Learning Methodology			X		
3.5.2	Accompanying course materials			X		
3.5.3	Guest Lecturers			X		
3.5.4	Student Assistants involved in Teaching					X
3.6*	Skills for Employment / Employability			X		
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.1	Teaching Staff					
4.1.1*	Structure and Number of Teaching Staff in Relation to Curricular Requirements			X		
4.1.2*	Teaching Staff's Academic Qualifications			X		
4.1.3*	Teaching Staff's Pedagogical / Teaching Qualifications		X			
4.1.4	Practical Business Experience of the Teaching Staff			X		
4.1.5*	Internal Cooperation			X		
4.1.6*	Provision of Student Support / Coaching by Teaching Staff		X			
4.2	Programme Management					
4.2.1	Programme Directors			X		
4.2.2	Process Organisation and administrative Support for Students and Teaching Staff			X		
4.2.3	Advisory Body (Advisory Board) and its Structure and Responsibilities			X		
4.3	Cooperation and Partnerships					
4.3.1*	Cooperation with HEIs and other academic institutions or networks (Asterisk-Criterion for cooperation programmes)			X		
4.3.2*	Cooperation with enterprises and other organisation (Asterisk-Criterion for educational and vocational programmes, franchise programmes)			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.4	Facilities					
4.4.1*	Quantity, Quality and Media and IT Facilities of Teaching Rooms			X		
4.4.2*	Library Resources			X		
4.4.3	Number of Technical Equipment at Library Workstations for Students			X		
4.5	Additional Services					
4.5.1	Careers Advice and Placement Service		X			
4.5.2	Alumni Activities			X		
4.5.3	Individual Counselling and Welfare Services for students		X			
4.6*	Financial Planning and Financing of Programme			X		
5.	QUALITY ASSURANCE					
5.1*	Quality Assurance and Development of the HEI and collaboration between the HEI management and Faculty/Departments as well as programme management in the programme development			X		
5.2*	Quality Assurance and Development of Programme Content, Processes and Outcomes			X		
5.3	Instruments for Quality Assurance					
5.3.1*	Evaluation by Students			X		
5.3.2	Quality Assurance by Teaching Staff			X		
5.3.3	External Evaluation by Alumni, Employers and third Parties			X		
5.4	Programme Documentation					
5.4.1	Programme Description			X		
5.4.2	Documentation of Activities during Academic Year			X		