

# AKKORK

Agency for Quality Assurance in Higher  
Education and Career Development

Approved by

Chairman of the Advisory Council

V. Shadrnikov

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## REPORT

**on the results of the external evaluation of the professional retraining program Master of Business Administration (MBA) (with four specializations: “Marketing and Management of the Organization,” “Internet Marketing and E-commerce,” “Analytical Marketing,” and “Entrepreneurship for Business Owners”) implemented at the Plekhanov Russian University Of Economics**

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## **PROGRAM SUMMARY**

The professional retraining program “Master of Business Administration (MBA)” in the specializations “Marketing and Management of the Organization,” “Internet Marketing and E-commerce,” “Analytical Marketing,” and “Entrepreneurship for Business Owners” is implemented by the training center of the Plekhanov Russian University of Economics. The program is managed by *Asaliyev A.M.*

A site visit within the framework of the external evaluation of the educational program was conducted by AKKORK experts on 23-24 November 2018.

### ***Strengths of the program under analysis***

- Specializations represented in the program are up-to-date and in high-demand on the labor market, students of the program are 100% employed by a specialization profile.
- Practicing teachers are involved in the implementation of the program. The share of teachers with practical experience is 100%.
- Use of active and interactive technologies in the process of learning. The share of classes conducted using active and interactive technologies is 87%.
- Use of technology aimed at developing practical skills in the program. The program of each of disciplines has a wide range of practical tasks, allowing to form sustainable skills and reveal practical abilities of students, including business games, calculation tasks, and situational workshops. This was also confirmed during the interview with the program participants.

### ***Weaknesses of the program under analysis***

- Insufficient involvement of external employers to update the program and programs of disciplines, except for practicing teachers with experience in the discipline being taught.

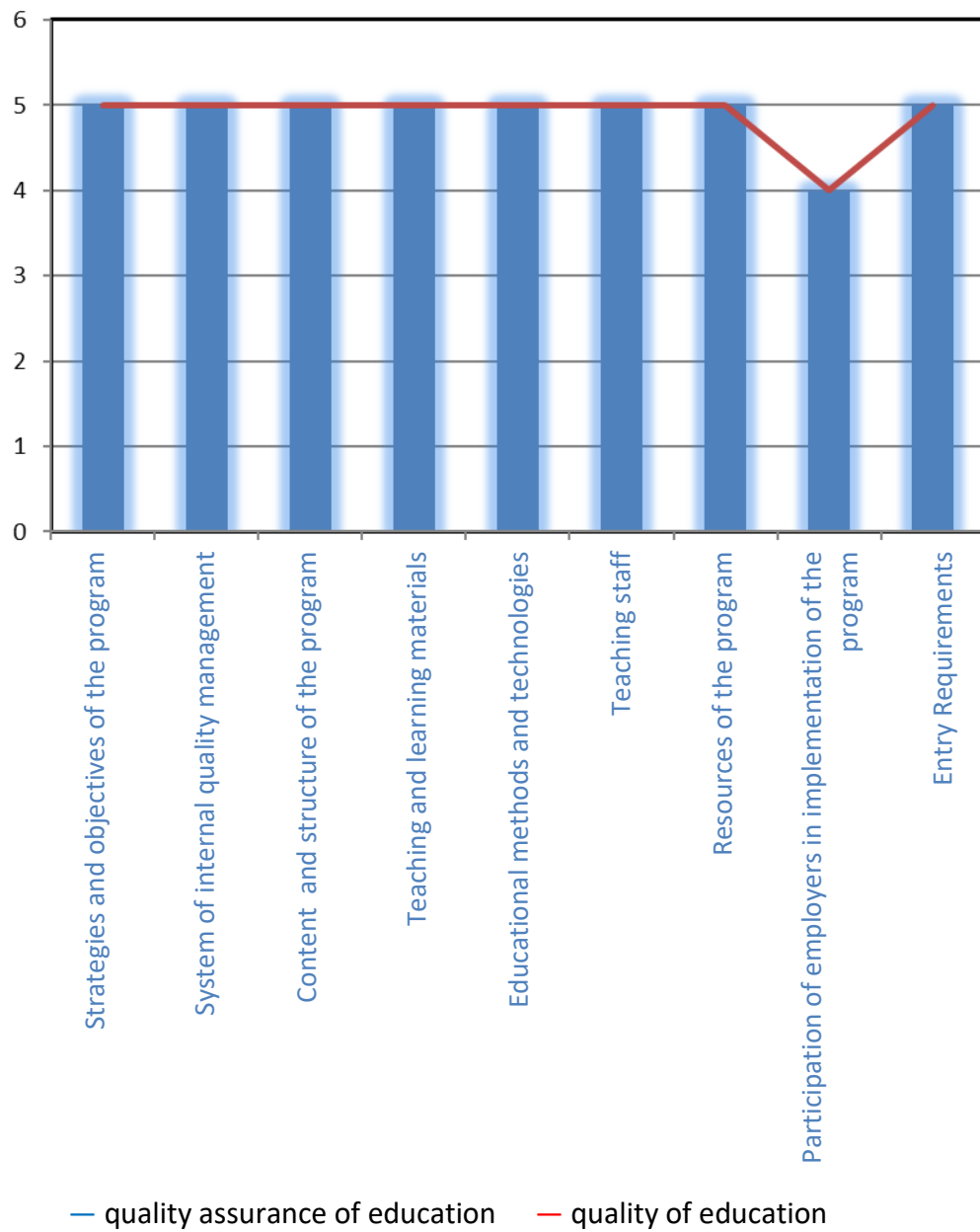
### ***The main recommendations of the expert on the program under analysis***

- To involve external employers in the development of the program and update the programs of disciplines.
- To update the list of used (main and additional) literature, especially in the specialization “Entrepreneurship for Business Owners.”
- To combine disciplines with a small number of hours, which will avoid a repetition of courses read.
- To strengthen the scientific work of students of the MBA program (participation in conferences, writing articles).

***Grade profile of educational outcomes and quality assurance of education***

No	Criterion	Grade
I	Learning outcomes	5
II	Quality assurance of education:	
	1. Strategy and objectives of the program	5
	2. System of internal quality management of education at the program level	4
	3. Structure and content of the program	5
	4. Teaching and learning materials	5
	5. Educational methods and technologies	5
	6. Teaching staff	5
	7. Resources of the program	5
	8. Participation of employers in implementation of the program	4
9. Entry requirements	5	
Final grade <i>(to be given in integers as all previous grades)</i>		5

## Assessment profile of the learning outcomes and quality assurance of education



# QUALITY OF LEARNING OUTCOMES

## *1. Direct competency evaluation by the expert* *Criterion grade: 5 (excellent)*

In the course of the site visit, a direct evaluation of competencies of graduate students was carried out. Students in an amount of 3 persons participated in the direct evaluation. There are no graduates from the program under study. The first graduation will occur in May 2019. The specializations presented in this program (“Marketing and management of the organization”, “Internet marketing and e-commerce”, “Analytical marketing”, “Entrepreneurship for business owners”), are separate professional retraining programs. Training on these programs has been implemented since 2015.

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

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

- **ability to manage organizations, departments, groups (teams) of employees, projects, and networks (PC-1)**

- Evaluation of professional competencies (“competency core”), including competencies reflecting the needs (requirements) of the regional and/or federal labor market, depending on the main consumers of graduates of the program:

- **ability to use quantitative and qualitative methods to conduct applied research and business process management, to prepare analytical materials on the results of their use (PC-4)**

- **mastering of methods of economic and strategic analysis of the behavior of economic agents and markets in global environment (PC-5)**

Within the course of implementing the procedure for the direct evaluation of competencies, experts used the following questions:

PC-1

What features does the work of professional managers have in comparison with the work of other categories of employees?

What features characterize effective management at the present stage?

What types of motivation are used in modern organizations?

What kinds of controls do organizations use to achieve goals and objectives?

PC-4

How do you use quantitative and qualitative research methods in your professional activities?

What research methods do you prefer, and why?

Tell about your experience in conducting qualitative research for managing business processes?

PC-5

How do you use the methods of economic analysis of economic agents in your professional activity and for what purpose?

How do you use the methods of strategic analysis of economic agents in your professional activity and for what purpose?

According to the results of the direct evaluation of competencies, experts found that 100% of students coped with the proposed questions at a sufficient level.

Level	Sufficient level (students coped with 80% of proposed tasks)	Acceptable level (percentage of resolved tasks was from 50 to 79%)	Low level (percentage of resolved tasks was less than or equal to 49%)
Share of students			
Results of the direct evaluation of competencies aimed at the development, maintenance, and improvement of communications			
100%	+		
Results of the direct evaluation of professional competencies (“competency core”), including competencies reflecting the needs (requirements) of the regional and/or federal labor market, depending on the main consumers of graduates of the program			
100%	+		

### *Expert conclusions and recommendations*

#### **Conclusions:**

- graduates of this program are in demand by the labor market; all of the interviewed graduates are employed within the profile, on which they were trained.
- 67% of the interviewed achieved increase in wages, which respondents associate with obtaining high-quality knowledge of the program
- 100% of respondents are satisfied with the results of the direct evaluation.

**No recommendations**

## **QUALITY ASSURANCE OF EDUCATION**

### **1. Strategy and objectives of the program**

**Criterion grade: 5 (excellent)**

#### **Strengths of the program**

- Strategy of the development direction of the program is consistent with the strategy of the development of the market in general.

- Specializations represented in the program are up-to-date and in high-demand on the labor market, students of the program are 100% employed by a specialization profile.
- Objectives of the program, as well as the competencies formed among students during the educational process, are up-to-date and take into account changes in business environment.

### ***Recommendations***

- According to one of the specializations of the program “Entrepreneurship for Business Owners,” it is necessary to define criteria for the participation of students or to rename it, since there is a discrepancy between the content of the curriculum and the contingent of students, who are represented also by people only planning to start their own business.

## ***2. System of internal quality management of education at the program level*** ***Criterion grade: 4 (good)***

### ***Strengths of the program***

- Qualitative and regular procedure for internal monitoring of quality of education, consisting of various processes for evaluation of quality of curricula, evaluation of quality of teaching materials, evaluation of quality of teaching skills, and evaluation of quality of training and final certification organization.
- Participation in the internal monitoring process of quality management of all stakeholders, except for external employers.
- Participation of students of the program in international, Russian scientific conferences and seminars.

### ***Recommendations***

- To involve external employers in the procedure of internal monitoring of quality management to improve its efficiency.
- To evaluate the participation of students of the program in the scientific field on the topic under study.

## ***3. Structure and content of the program*** ***Criterion grade: 5 (excellent)***

### ***Strengths of the program***

- Content of the program meets all the necessary requirements, including internal regulatory documents.
- Sequence of studying disciplines corresponds to the logic of the formation of competencies claimed in the program.
- Programs of disciplines include up-to-date business methods and technologies in accordance with the specializations of the program.



- Structure and content of the program allow students to build an individual educational trajectory in the course of training.
- All disciplines are practice-oriented, including the fact that practical case studies on topical subjects are solved and video materials are used in all disciplines.

*No* recommendations.

#### **4. Teaching and learning materials**

**Criterion grade: 5 (excellent)**

##### ***Strengths of the program***

- High quality of Teaching and learning materials developed under the program, including: Syllabi for all disciplines, methodology guidelines for studying disciplines of the program, as well as methodology guidelines for writing graduation qualification works. They also have specific instructions and explanations for students.
- Variety of evaluation funds developed based on real practical materials from various industries and fields of activity.

##### ***Recommendations***

- to expand and update the list of used literature in the specialty “Entrepreneurship for Business Owners,” due to the today availability of more up-to-date textbooks and teaching aids on this topic.
- Due to the fact that in the curriculum, there are fragmented courses with a small number of hours, which are essentially lecture topics, it is recommended to combine and provide more hours for disciplines, thus avoiding repetition (it was noted both by students and by teachers during personal interviews).

#### **5. Educational methods and technologies**

**Criterion grade: 5 (excellent)**

##### ***Strengths of the program***

- Variety of disciplines conducted using active and interactive technologies, including "Business Psychology," "Pricing Policy and Price Analysis," "Marketing: Consumer Value Creation and Demand Management."
- High share of occupations conducted using active and interactive technologies.
- 100% share of the use of platforms and e-learning tools within the implementation of training courses.

*No* recommendations

**6. Teaching staff**  
**Criterion grade: 5 (excellent)**

**Strengths of the program**

- The used system of master classes for teaching quality evaluation of candidates for the positions of teachers of the program with obtaining and evaluating a feedback on the results of the event.
- All teachers have competencies in application of teaching methods and technologies.
- All teachers, both regular and external ones, undergo regular advanced training.
- 100% of teachers have practical experience in the discipline taught.

*No* recommendations

**7. Resources of the program**  
**Criterion grade: 5 (excellent)**

**Strengths of the program**

- Equipment and material procurement of the program fully ensures the modern educational process.
- Laboratories are provided with all necessary equipment.
- Resources of the Abalkin Scientific Information Library Center are used in the process of learning.

*No* recommendations.

**8. Participation of employers in implementation of the program**  
**Criterion grade: 4 (good)**

**Strengths of the program**

- Involvement of practicing employers as teachers in the implementation of the program.
- Participation of teachers-employers in the development of evaluation funds, as well as updating the content of programs.

**Recommendations**

- To involve external employers and experts, since at the moment, there is no attraction of external employers.

**9. Entry requirements**  
**Criterion grade: 5 (excellent)**

**Strengths of the program**

- Planning for enrollment of students for the program is carried out taking into account the state of the labor market.
- Program is also attractive for employers who send their employees for training (the share of students assigned to the program is 27%).

*No* recommendations.

## **RESUME OF EXPERT (*EXPERTS*)**

Full name of the expert: Alekseyeva Yelena

Place of work, position	Vice President of the Russian Association for Entrepreneurship Education
Academic degree	
Honored titles, degrees	
Education	Higher
Professional achievements	
Sphere of scientific interests	Methods of teaching entrepreneurship
Experience of practical work in the direction of the program to be examined	5 years

Full name of the expert: Stetsenko Inna

Place of work, position	Baltic International Academy, Riga, Latvia
Academic degree	Dr.oec., Professor
Honored titles, degrees	Expert of the Latvian Science Council
Education	Higher
Professional achievements	Vice-Rector for Research, Director of the Doctoral Program "Economics," Chairman of the Council on the Protection of Doctoral Theses in the Direction of "Economics."
Sphere of scientific interests	Regional economics, investments, SME
Experience of practical work in the direction of the program to be examined	28 years

Full name of the expert: Kosyakova Svetlana

Place of work, position	Director, Center for Corporate Strategies and Decisions
Academic degree	
Honored titles, degrees	
Education	Higher
Professional achievements	
Sphere of scientific interests	HR, quality assurance, economics, marketing
Experience of practical work in the direction of the program to be examined	25 years

