Decision of the FIBAA Accreditation and Certification Committee

5th Meeting on March 23, 2022

PROGRAMME ACCREDITATION

Project Number:	20/067 Cluster 1
Higher Education Institution:	Universitas Pembangunan Nasional "Veteran" – Jawa, Timur, Surabaya, Indonesia (UPNVJT)
Location:	Surabaya, Indonesia
Study Programme:	Management - Bachelor of Management Business Administration - Bachelor of Business Administration Magister of Management - Magister Management
Type of Accreditation:	initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decision:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from April 2020, the study programmes are accredited without conditions.

Period of Accreditation: March 23, 2022 to March 22, 2027.

The FIBAA Quality Seal is awarded.

FOUNDATION FOR INTERNATIONAL
BUSINESS ADMINISTRATION ACCREDITATION
FIBAA – BERLINER FREIHEIT 20-24 – D-53111 BONN

Assessment Report

Higher Education Institution:
Universitas Pembangunan Nasional “Veteran” – Jawa, Timur, Surabaya, Indonesia (UPNVJT)

Bachelor/Master programmes:
Management - Bachelor of Management
Business Administration - Bachelor of Business Administration
Magister of Management - Magister Management

General information on the study programme

Brief description of the study programmes:

Management - Bachelor of Management (BM)

The Bachelor programme Management) aims to train and educate qualified staff who can practice in Management, Marketing, HR or in the area of finance. The students must obtain a minimum of 227 ECTS within the 8 semesters. Graduates receive the degree “Bachelor of Management.”

Business Administration - Bachelor of Business Administration (BBA)

The Bachelor programme Business Administration aims to train and educate qualified staff as Human Resources Manager, Accounting, Taxation and Researchers. For graduation the students must obtain a minimum of 144 sks credits within the 8 semesters. Graduates receive the degree “Bachelor of Business Administration”

Magister of Management - Magister Management (MM)

The Master programme Magister Management aims to train and educate qualified staff as company managers, heads of governance agencies and academics. The main competencies of graduation are, on the one hand, the ability to develop management knowledge in order to perform management tasks both conceptually and the ability to apply management knowledge in professional business practice. For graduation students must obtain a minimum of 47 sks credits within the 4 semesters. Graduates receive the degree “Magister of Management”.

Type of study programme:

Bachelor programme – Management
Bachelor programme- Business Administration
Master programme- Magister of Management

Projected study time and number of ECTS credits / national credits assigned to the study programme:

Bachelor Management- 4 Years, 144 sks credits
Business Administration- 4 Years; 144 sks credits
Magister of Management- 2 Years; 75,75 ECTS credits

Mode of study:

Machelor Machelor Management –full time
Business Administration- full time
Magister of Management- full time

Didactic approach:

Bachelor Management - study programme with obligatory class attendance
Business Administration- study programme with obligatory class attendance
Magister of Management- study programme with obligatory class attendance

Double/Joint Degree programme:

no

Scope (planned number of parallel classes) and enrolment capacity:

Bachelor Management – no data
Business Administration- no data
Magister of Management- two classes with a maximum of 40 students

Programme cycle starts in:

Bachelor Management –Summer Semester
Business Administration- Summer Semester
Magister of Management- Summer Semester

Initial start of the programme:

Bachelor Management -1966
Business Administration- September 2021
Magister of Management- 2001

Type of accreditation:

Management - initial accreditation
Business Administration- initial accreditation
Magister of Management- initial accreditation

For re-accreditation: last accreditation period:

N/A

Procedure

A contract for the Universitas Pembangunan Nasional "Veteran" – Jawa, Timur, Surabaya, Indonesia (UPNVJT) initial accreditation of the Bachelor study programme: Public Administration was made between FIBAA and on November 26, 2020. On June 25, 2021 the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents to prove that the criteria for programme accreditation were met.

At the same time, FIBAA appointed a review panel[1]. The HEI has agreed with the chosen experts. The panel consisted of:

Prof. Dr. Susanne Czech-Winkelmann
RheinMain University of Applied Sciences,
Wiesbaden, Germany
Professor em. for Sales Management

Dr. Ekkehard Hermsdorf, MBA
Volkswagen Group AutoVision GmbH, Wolfsburg
Head of Quality Management / Qualification
Coordination

Prof. Dr. Matthias Hiller
SRH Fernhochschule - The Mobile University
University of Applied Sciences, Riedlingen, Germany
Professor of Accounting

Prof. Dr. Rainer Kuehl
University of Giessen, Germany
University professor at the Institute of Agricultural and Food Business Management

Marie-Luise Meier
University of Lisboa, Portugal

Dr. Fosa Sarassina
Bisnis Universitas Gadja Mada
Lecturer Management

FIBAA project manager:
Johanna Schrieber

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference (because of the Covid-19 pandemic). The online conference took place on August 23, 24 and 25 via the video conferencing tool *Zoom*. The same cluster included an appraisal of Accounting (Bachelor), Accounting (Master) , Agribusiness (Bachelor), Agribusiness (Master). At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the HEI.

[1] The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for comment on March 03, 2022. The statement on the report was given up on March 23. 2022. It has been taken into account in the report at hand.

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Summary

The **Management - Bachelor of Management** offered by the Universitas Pembangunan Nasional "Veteran" – Jawa, Timur, Surabaya, Indonesia (UPNVJT) fulfils the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on March, 23, 2022 and finishing on March 22, 2027. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The quality requirement that has not been fulfilled:

- Positioning of the study programme (see chapter 1.3)
- Internationality of the student body (see chapter 3.4.2)
- Internationality of faculty (see chapter 3.4.3)

are not asterisk criteria and therefore do not lead to a condition. The measures the HEI takes to solve the identified problems are to be considered during the re-accreditation.

The panel members identified several areas where the programme could be further developed:

- More English should be integrated into the curriculum. For example, through more English literature (see chapter 1.2);
- A stronger unique selling points for the programmes (see chapter 1.3);
- intensifying the preparation of English language skills by additional courses, especially for Business English (see chapter 2.5);
- a stronger focus on updating the literature (see chapter 3.3.2);
- separating the e-mail addresses and the evaluations in the future (see chapter 5.2.1).

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are two criteria in which the programme exceeds the quality requirements:

- Student support by the faculty (see chapter 4.1.6)
- Process organisation and administrative support for students and faculty (see chapter 4.2.2)

The **Business Administration- Bachelor of Business Administration** offered by the Universitas Pembangunan Nasional "Veteran" – Jawa, Timur, Surabaya, Indonesia (UPNVJT) fulfils the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on March 23, 2022[and finishing on March 22, 2027. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The quality requirement that has not been fulfilled:

- Positioning of the study programme (see chapter 1.3)
- Internationality of the student body (see chapter 3.4.2)

- Internationality of faculty (see chapter 3.4.3)

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There are two criteria in which the programme exceeds the quality requirements:

- Student support by the faculty (see chapter 4.1.6)
- Process organisation and administrative support for students and faculty (see chapter 4.2.2)

The **Magister of Management- Magister Management (MM)**offered by offered by the Universitas Pembangunan Nasional "Veteran" – Jawa, Timur, Surabaya, Indonesia (UPNVJT) fulfils the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on) for five years starting on March 23, 2022 and finishing on March 22, 2027. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The quality requirement that has not been fulfilled:

- Internationality of the student body (see chapter 3.4.2)
- Internationality of faculty (see chapter 3.4.3)

are not asterisk criteria and therefore do not lead to a condition. The measures the HEI takes to solve the identified problems are to be considered during the re-accreditation.

The panel members identified several areas where the programme could be further developed:

- More English should be integrated into the curriculum. For example, through more English literature (see chapter 1.2):
- a stronger unique selling points for the programmes (see chapter 1.3);
- intensifying the preparation of English language skills by additional courses, especially for Business English (see chapter 2.5);

- a stronger focus on updating the literature (see chapter 3.3.2);
- separating the e-mail addresses and the evaluations in the future (see chapter 5.2.1).

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are two criteria in which the programme exceeds the quality requirements:

- Student support by the faculty (see chapter 4.1.6),
- Process organisation and administrative support for students and faculty (see chapter 4.2.2).

Information

Information on the Institution

Universitas Pembangunan Nasional "Veteran" Jawa Timur (UPNVJT) started in 1959 as the Academy of Administration "Veteran" Surabaya and, until 2014, was a private university under the Ministry of Defence of the Republic of Indonesia. UPNVJT changed its status legally as a state/public university from October 6th, 2014. UPNVJT has more than 13,000 students and offers 28 study programmes under seven faculties (Faculty of Business and Economics; Faculty of Engineering; Faculty of Architecture and Design; Faculty of Law; Faculty of Computer Science; Faculty of Agriculture; Faculty of Social and Political Sciences[2]. UPNVJT's vision is to become the leading university with *Bela Negara* or State Defence characters[3]. The state defence characters are defined as nationalism, aware of being a citizen of the nation and the state, willing to sacrifice, believing that Pancasila (five principles of the national Constitution of the Republic of Indonesia)[4] is the basis of the state and has the initial ability to defend the state all of which must be embraced by the entire academic community and instilled in students in the learning process. The *Bela Negara* characters and values are embedded in UPNVJT's teaching, research, and community service.

Specifically, the UPNVJT missions are:

- Developing the education with focus on producing "Bela Negara" values and characters in its graduates and academics.
- Improving the culture of research and innovation in the development of science and technology to advance the community.
- Conducting community service based on local wisdom illuminated by research and innovation.
- Performing good and clean governance with accountability and transparency in regard of finance and budgeting.
- Developing excellent human resource quality in attitude and value, performance, knowledge, and managerial skills.
- Improving the management system of integrated facilities and infrastructure.
- Advancing institutional cooperation with stakeholders both domestically and internationally.

2 In the following: FISIP.

3 Bela Negara became Indonesian policy in October 2015 through the 2015 Defence White Paper. A three-step Action Plan was developed. The first step of implementation is the "dissemination, harmonisation, synchronisation, coordination, and evaluation" of Bela Negara, which is broken down into twelve actions and bulleted standards of evaluation. These actions include the creation of instructional modules for Bela Negara programmes, organising national consultation meetings and conferences, **designing curricula**, forming coordination and evaluation bodies, and planning multi-tiered cadre training programmes.

4 Pancasila is the official, foundational philosophical theory of Indonesia. It is composed of five principles and contends that they are inseparable and interrelated: Belief in God, Humanity, Unity of Indonesia, Democracy and Social Justice.

UPNVJT strives to deliver its mission, both nationally and internationally. It strategically boosts its international outreach by offering various programmes such as joint-research, joint-teaching and hosting international students. UPNVJT has permanent cooperation with universities and education institutions abroad, for example, with Murdoch University Australia, Pearson Education and universities in Asia and South-East Asia regions. UPNVJT recently established a mutual cooperation with UiTM – Malaysia (Kelantan and Sarawak) by which several study programmes have already conducted virtual joint-teaching collaborations. UPNVJT is an associate member of ASEAN Universities Network for Quality Assurance (AUN-QA) as well as a member of WAEJUC (Western Australia- East Java Universities Consortium). This is in line with UPNVJT strategic plan for 2020-2024 to increase its competitiveness in the Southeast Asia (ASEAN) area. UPNVJT is an “A” status institution (superior) declared by the National Accreditation Board (BAN-PT). For the best practice of quality assurance system, UPNVJT has been applying ISO 9001:2015 and the internal quality assurance system with PDCA principles.

Further development of the programme, statistical data and evaluation results

Management -Bachelor of Management (BM)

Bachelor of Management (here after abbreviated BM) was founded in March 1966 under the Faculty of Economics (later known as the Faculty of Economics and Business). Within the years of its establishment, it has become one of the tops and sought after study programme in UPNVJT, attracting a large number of students each year (around 300-350 students per academic year). This programme is also regularly being cited as the most favorite programme within the field of economic management studies in Surabaya-East Java. Moreover, the programme has been regularly accredited by BAN-PT (National Accreditation Board) with an “A” status (exceptional status).

		2020	2019	2018	2017
# Study Places		400	400	320	346
# Applicants	∑	3394	3192	3380	4403
	f	2040	1755	2028	2641
	m	1354	1437	1352	1762
Application rate					
# First-Year Student	∑	368	392	320	298
	f	221	235	192	178
	m	147	157	128	120
Rate of female students		0.600543478	0.599489796	0.6	0.597315436
# Foreign Students	∑	0	0	0	0
	f				
	m				
Rate of foreign students		0	0	0	0
Percentage of occupied study places		92.00%	98.00%	100.00%	86.13%
# Graduates	∑	132	176	184	160
	f	80	105	110	96
	m	52	71	74	64

Business Administration- Bachelor of Business Administration (BBA)

The Bachelor of Business Administration (BBa) was established in 1993 under the Faculty of Social and Political Sciences. BBA is a programme that has many enthusiasts as shown in table 21. BBA has accreditation "A" for four consecutive years, where status A is the highest national accreditation status by BAN-PT/National Accreditation Board. BBA regularly evaluates its curriculum by inviting alumni, stakeholders and education consultants. BBA makes all courses in accordance with the Indonesian Association of Business Administration (AIABI) which has 5 specific fields, namely: Business Strategy And Policy, Marketing, Human Resource, and Business Information System.

		2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
# Study Places		125	130	130	170	200	250
# Applicants	∑	157	145	145	188	229	315
	f	105	101	105	107	140	206
	m	52	44	40	81	89	109
Application rate		126%	112%	112%	110,59%	114,50%	126,00%
# First-Year Student	∑	126	132	129	161	195	250
	f	74	95	90	112	136	175
	m	52	37	39	49	59	75
Rate of female students		0,5873015873	0,7196969697	0,6976744186	0,6956521739	0,6974358974	0,7
# Foreign Students	∑	0	0	0	0	0	0
	f						
	m						
Rate of foreign students		0	0	0	0	0	0
Percentage of occupied study places		100,80%	101,54%	99,23%	94,71%	97,50%	100,00%
# Graduates	∑	99	78	46	95	113	94
	f	54	45	32	74	68	31
	m	45	33	14	21	45	63

Magister of Management- Magister Management (MM)

Magister of Management was founded on December 9th, 1999, under the Faculty of Economy (the Faculty of Management economy and business). Within the years of its establishment, it is one of the tops and sought-after study programmes in UPNVJT, attracting many students each year. It has been regularly accredited by National Accreditation Board (abbreviated of BAN-PT) with a "B" status (exceptional). As a result of this policy, Magister of Management modules is currently redesigned to be more student-centered learning, more specialised, and allow more flexibility for students to pursue their passion. Furthermore, the department initiates international subjects for four concentrations: marketing, finance and human resources management.

		2020	2019	2018	2017
# Study Places	40	40	40	40	40
# Applicants	∑	55	51	50	51
	f	31	31	30	31
	m	24	20	20	20
Application rate					
# First-Year Student	∑	23	34	31	41
	f	14	20	17	25
	m	9	14	14	16
Rate of female students		0,61	0,59	0,55	0,61
# Foreign Students	∑	0	0	0	0
	f				
	m				
Rate of foreign students		0	0	0	0
Percentage of occupied study places		57,50%	85,00%	77,50%	102,50%
# Graduates	∑	23	33	30	40
	f	13	18	18	23
	m	10	15	12	17

Appraisal

The descriptions and statistical data show that these are very well-established programmes that are well received by the students. There are a large number of applicants in each programme. However, no international students are enrolled. The HEI could therefore focus more on international students (see 3.4).

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk Criterion)

The Bachelor programme Management is developed based on the Qualification Framework of Indonesia (KKNI), corresponding to level 6 (out of 9 qualification levels) that corresponds to level 6 of the European Qualifications Framework (EQF). Students must obtain a minimum of 145 sks credits[5] credits before graduating with a Bachelor of Management. Programme Learning outcomes are designed in compliance with professional associations, the National Qualification Framework (KKNI), and national accreditation bodies while also accommodating stakeholders' inputs

The objectives of the BM are:

- Producing competent and competitive graduates with a state defense character;
- Producing useful quality research for improving welfare of community;
- Realizing community service activities based on research and local culture;
- Developing good and clean governance to achieve budget management accountability;
- Developing intensive and beneficial institutional cooperation for domestic and foreign stakeholders.

Graduates of the BM work in many sectors such as Government Institution, Banking, Logistic, Consumer Goods, Manufacture, Government Institution, Trading - Investment, Transportation, Construction, Fashion and Technology.

The BM produces professionals in these following fields:

- Human Resource: HR Administrator, Recruiter, HR trainer, Health Safety Environment Specialist, and Development Programme Officer.
- Finance: Trader, Stock Broker, Financial Administrator, Financial Analyst, Accounting Administrator, and Auditor.
- Marketing: Credit Analyst, Marketer, and Customer Service Officer.
- Operation: Quality Controller and Production-Planning-Inventory Controller.
- Academia and Researchers: Lecturer and Co-researcher.
- Entrepreneur of SME in economic creative industries
- Leader: Manager, Assistant manager, and Marketing Supervisor.

According to the curriculum, BM's Expected Learning Outcomes should provide the following qualifications:

- a personal attitude with moral, nationalism, social sensitivity and professionalism;
- managerial skill, information and communication technology mastery, and decision making skills;
- interdisciplinary and cross-cultural team work, communication and leadership skils;
- mastery of management concepts-theories and entrepreneurial concepts.

[5] This Indonesian credit system will be explained in Chapter 3.2

The Bachelor programme Business Administration is developed based on the Qualification Framework of Indonesia (KKNI), corresponding to level 6 (out of 9 qualification levels) that corresponds to level 6 of the European Qualifications Framework (EQF). Students must obtain a minimum of 144 sks credits or a maximum of 160 sks[6] credits before graduating with a Bachelor of Management. Programme Learning outcomes are designed in compliance with professional associations, the National Qualification Framework (KKNI), and national accreditation bodies while also accommodating stakeholders' inputs.

Objectives of the study programme are as follows:

- produce graduates who are able to think critically, systematically, and innovatively with character of state defend in solving business problem;
- produce graduates who have analytical and managerial skills and are able to work independently and collaboratively in diverse team;
- produce graduates who able to create business entities based on technology and local wisdom that are adaptive and sustainable with global competitiveness capabilities;
- produce graduates who are able to analyse business problems and formulate alternatives policies and appropriate business strategies;
- produce graduates who are able to plan and implement business policies at strategic and functional level.

The graduates' profiles of BBA are as follows:

- Entrepreneurship in various sectors.
- Business Professionals: Directors, Marketing Managers, Human Resources Managers, Operation Managers, Information System Manager.
- Business Consultant: Strategic policy, Accounting, Taxation, Investment, Marketing and Human Resources field.
- Academics: Lecturers, Researchers, Government Employees.

The objectives of Master programme **Master of Management** are determined as follows:
- ability to develop management knowledge to solve management both conceptually and practically;
- ability to apply management science in professional business practices.

Supporting competencies:
- ability to solve problems in management in an interdisciplinary or multidisciplinary situation;
- ability to understand business processes well;
- ability to think strategically about a management issue.

Other competencies:
- ability to understand and provide solutions to problems in Marketing Management, Financial Management, Human Resource Management, and Operations Management;
- ability to research in the field of management science; able to work together and have a responsibility and good personality in completing tasks.

Appraisal:

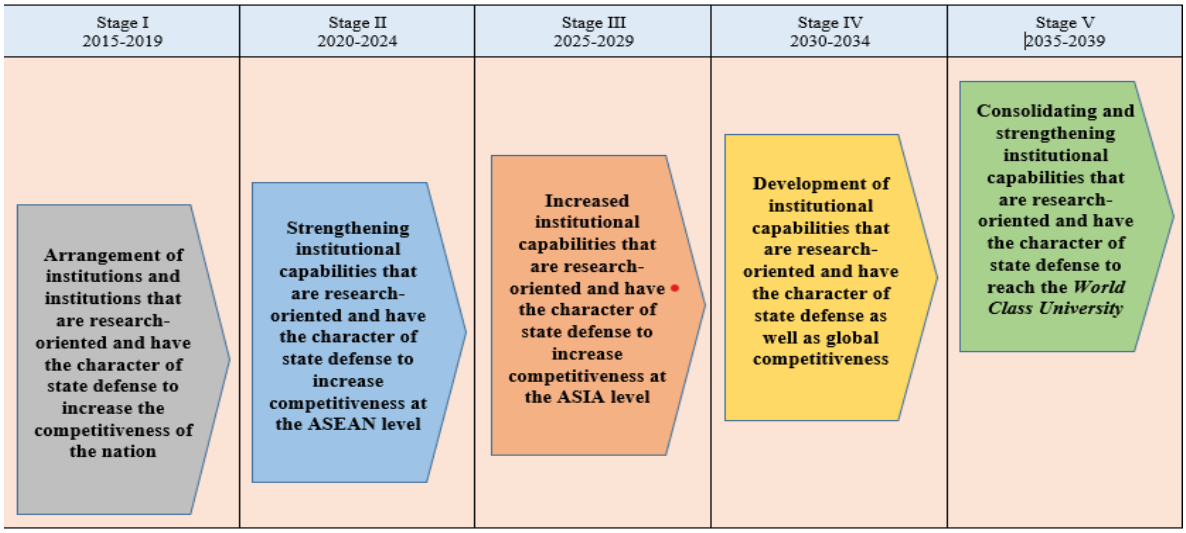
[6] This Indonesian credit system will be explained in Chapter 3.2

During the online conference, the panel learned from students and alumni that graduates have good chances on the labour market. This confirms that the objectives of the programme at hand meet the expectations of employers. The qualification objectives are explained and convincingly presented in relation to target group, targeted professional fields, and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality. The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation. They take into account the requirements of the national qualifications framework of Indonesia.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1*	Objectives of the study programme (Asterisk Criterion)			X		

1.2 International orientation of the study programme design (Asterisk Criterion)

Indonesia is a multicultural country with 274 million inhabitants on more than 17,500 islands and with different religious orientations. As shown in the strategic diagram below, UPNVJT strives to increase its competitiveness at the ASEAN level (South-East Asia regions) by 2024. Therefore, the University actively engages in the international academic community in various aspects: teaching, research, and community service. This engagement is coordinated under the International Office and Executive Secretary (io.upnjatim.ac.id). In the teaching aspect, the University in general supports joint-teaching with partner universities, welcoming international students, and other international programmes (student exchange, cultural exchanges, and students' international competitions). In the research aspects, UPNVJT supports international joint-research, organising international academic conferences, and other research-based activities.



At the faculty and programme level, the international orientation is implemented specifically in teaching and research activities. UPNVJT is part of the WAEJUC (Western Australia East

Java University Consortium); therefore, each year, UPNVJT hosts an intercultural exhibition with students from Western Australian universities.

In 2019, the **BM** also has two international courses namely International Business and International Finance. The International Business course's objectives are to understand international trade, export-import, international socio-political regulations, and foreign policy. The International Finance course's objectives are to understand the form and the characteristic of international policy. In accordance to conform the global change, in 2020, some new courses are added, namely: International Marketing and Cross-Country Organisational Behaviour. Regular course, for example Introduction of Management, is delivered in English and that also includes the writing assignment and evaluation test.

Magister of Management graduates is expected to work as business practitioners and entrepreneurs. Therefore, this study program has designed its curriculum to meet international demands in an increasingly globalized world. Several new courses such as Entrepreneurship, Application integrated Magister of Management, Quantitative Magister of Management, International Finance, International Marketing, and International Human Resource Management were implemented.

Appraisal:

The experts conclude that all programmes address international aspects in terms of content. However, a strong focus on the Asian region can be observed. A more overall global focus would therefore be desirable in all programmes.

At the same time, it was noted that both teachers and students sometimes have problems with the English language. The review panel therefore recommends integrating more English into the respective curriculum.

Recommendation:
More English should be integrated into the curriculum. For example, through more English literature.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		

1.3 Positioning of the study programme

Bachelor of Management

Based on the Indonesian Ministry of Research and Technology, Bachelor of Management is the study programme that exists the most in universities and colleges in Indonesia with a total of approximately 1,140 study programmes spread throughout the country. This number reflects the high number of interest of the study programme in Indonesia as well as one of the reasons why BM is the most popular study programme in UPNVJT.

The BM in UPNVJT study programme always strives to become a programme that has high standard facilities by improving lecturers' quality, research, and facilities. Some efforts to achieve this also include developing a curriculum that is always in accordance with the needs of its graduates to be able to have a good career in the world of work both on a national and international scale. The curriculum has been aligned with the demand of the market. The curriculum, which is regularly updated through annual meetings with the stakeholders and experts, will allow the graduates to be ready to face the changing global demands and to work in not only big companies but also creating their own business as an entrepreneurs. The vision of the programme is to produce graduates that have high level of competencies in management (marketing, finance, human resource, and operational management) as well as high loyalty to the country. According to the alumni tracer, the BM graduates are spread to work not only in local, and national companies but also in global companies.

Graduates of the BM are accepted to work in many different sectors such as Government Institution, Banking, Logistic, Consumer Goods, Manufacture, Government Institution, Trading - Investment, Transportation, Construction, Fashion and Technology.BM follows one of University Strategic Plans for 2021-2026 aligning with the Government of Indonesia's development goals. There are five keys mentioned in the Plan namely: Food and Agriculture, Biotechnology, Energy, Information and Communication Technology (ICT) and Social Humanities. BM graduates are prepared to work in any of those industry or pursuing numerous entrepreneurial endeavors which directly supports the emergent of creative industries, economy and labors related with the social humanities and ICT development area.

Bachelor of Business Administration

The vision of the FISIP-UPNVJT Business Administration program is a long-term goal for which the achievement period has been determined. The vision of the FISIPUPNVJT Business Administration Study Program includes current conditions and capabilities as well as potential, such as resources, facilities and infrastructure, support for various other factors. In order to achieve this vision a mission must be implemented in stages with a clear direction. To carry out the mission, it is necessary to have goals and objectives be achieved. The goals and objectives of the FISIP-UPNVJT Business Administration Program have been defined clearly, specifically, the achievement can be measured within a specified period of time, relevant to its vision and mission. Governance is a system that plays a role in increasing the effectiveness of leaders in policy development, management, decision-making and quality assurance in universities to manage study programs. The things that become the focus in the governance system include how policies and strategies are structured in such a way as to allow credible leaders and managers to be elected, transparent, accountable and responsible and fairness in managing study programs.

Master of Management

There are several competitors for the Magister of Management of UPN "Veteran" East Java in similar tertiary institutions, either in one province, national or international. Almost all large tertiary institutions with the Faculty of Management and Business and the Faculty of Industrial Engineering have a Master programme in Managemet.

Thus, the opportunity to get students is very competitive. However, as one of the advantages of MM of UPN "Veteran" Jawa Timur is the location that is easily accessible in the second

biggest city in Indonesia, Surabaya. It has affordable tuition fees during the lecture period at MM of UPN "Veteran" Jawa Timur.

Magister in Management is a unique multi-purpose discipline in which graduates can work in any industry or maximize their knowledge and approaches to entrepreneurship. In four specialized fields (marketing, finance, human resources, and operations of a Magister of Management), Magister of Management graduates can be recruited and work in any industry.

The primary mission of the Magister of Management programme is in line with HEI's overall strategic concept, which is "to produce quality graduates with the insight of defending the country and the five core principles of Pancasila" and "producing graduates who are competent and competitive in the potential job market."

Appraisal:

For all three programmes, the expert panel concludes that the reasons given for the positioning in the educational market of this study programmes are plausible.
The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plausibly set forth.

The study programme is convincingly integrated into the HEI's overall strategic concept. The study programme's qualification goals are in line with the HEI's mission and strategic planning.

The review panel **recommends**, however, that the university develop even stronger unique selling points for each of the three programmes (for example, through an additional focus).

The experts could not find any significant differences between the BM and BBA programmes. This refers to the positioning of the programmes as well as to the objectives and the curriculum. Therefore, the HEI is required to show clear differences in the positioning, objectives and curriculum of the two programmes and to advertise the programmes accordingly.

Recommendation :
The HEI shows clear differences in the positioning, objectives and curriculum of the two programmes and advertises the programmes accordingly.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			MM	BM BBM	
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			MM	BM BBM	
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			MM	BM BBM	

2. Admission

The admission to State Universities in Indonesia is regulated by the Government (Ministry Decree 60/2018). Based on this, the University follows a Rector's Decree with "Guidelines for admission of new students" that complies with the Government regulation. Also, the Rector's Regulation for Undergraduate Education includes directions for admission. The admission test of state universities in Indonesia has three paths: SNMPTN, SBMPTN and independent pathway.

The SNMPTN is a National Selection University Entrance Test. SNMPTN is the selection for the best students in high schools. This selection is implemented before the high school graduation. The selection committee is appointed by the Ministry. The prevailing high school accreditation status is also taken into the consideration.

The SBMPTN (Joint Selection University Entrance Test) is a computer-based national test organised by the Ministry for all prospective students on the same day.

The University also has the option for an independent pathway, called Mandiri Selection. Each state university is given authority to decide the quotas for prospective students (under SNMPTN and SBMPTN). Each state university can also within its rights organise its own selection.

UPNVJT has set the quotas for students acceptance in the percentage of minimum 20% for SNMPTN, 40% minimum for SBMPTN and 30% maximum for Mandiri Selection. The procedure for the Mandiri Selection is regulated under the above-mentioned Rector's Decrees. All public universities in Indonesia must report their admission process and results afterwards.

UPNVJT has a website (Unduhan – PPMB (upnjatim.ac.id) to provide information to prospective students, with a special dedicated email (maba@upnjatim.ac.id) and online helpdesk to address any issue during the admission process. This website provides information, including the quotas for each study programme. Furthermore, UPNVJT organised "Edufair 2021" which is being streamed on YouTube, Instagram, and Campus Television in order to directly connect to prospective students. To ensure equal opportunity for disadvantaged students, scholarships are awarded on all admission pathways (SNMPTN, SBMPTN and independent pathway). Scholarships can be awarded on national-level (organised directly under the Ministry), and on the university levels (UPNVJT). During the online conference students and alumni welcomed this support and underlined the importance of scholarships for students.

Also, the selection procedures for SNMPTN and SBMPTN are regulated nationally by the Ministry (Mendikbud-Ristek). Therefore, UPNVJT follows the decided procedures. The selection procedures for the independent pathway (Mandiri) are regulated through the Rectors Decree of Prospective Students Admission and in the Rector's Academic Regulation for Undergraduate education[7]. These decrees especially prescribe accreditation status,

7) See „Selection Art. 8".

capacity, registration time, admission requirements, selection process, tuition fees, payment procedures, data verification, and re-registration procedures (registration).

The requirements for English skills are regulated in the Rector's Decree of Academic Regulations8 based on legal stipulations from the Government which stated that "undergraduate students are required to have good English proficiency in accordance with the minimum international or institutional standards." An English proficiency test is integrated as part of SNMPTN, SBMPTN and the independent pathway (Mandiri). Therefore, new students have to have basic English skills and are required to conduct initial English proficiency tests at the UPN "Veteran" Language Centre in Jawa Timur.

As part of the curriculum, there are two courses, "English 1" and "English 2", that are mandatory for every student. They need to be completed within the first year of study. Furthermore, before they submit the final project (thesis) students must proof their English proficiency as a condition with a minimum score: International Certificate JETSET Level 4; Pearson-LCC1 - UK (equivalent to IBT-TOEFL 57-86) or Institutional Certificate English Proficiency Test / EPT 450 - LC-UPN "Veteran" Jawa Timur (equivalent to ITP-TOEFL 450).

The result and decision of the various admission tests (SNMPTN, SBMPTN and independent pathway) can be directly accessed through the national website (http://snmptn.ac.id and http://www.sbmptn.ac.id/). The result from the independent pathway entrance test is transparently communicated through a dedicated one-gateway portal (PPMB – Pusat Penerimaan Mahasiswa Baru UPNV Jatim (upnjatim.ac.id). This one-gateway portal also contains additional information about the study programmes (quotas, tuition fees, registration procedures).

Appraisal:

The panel has the view that the admission requirements are clearly defined and comprehensible. The national requirements are presented and taken into account. Applicants can directly turn also for a personal dialogue, to a student counselling service per special dedicated email, or to an online helpdesk at the university, for clarification of specific questions, of personal aptitude or of career perspectives.

The selection procedure which is applied to all study programmes is transparent and ensures that qualified students are admitted.

The admission requirements for new students on language proficiency in English can be low. Only before submitting the final thesis students have to proof a level of sufficient English knowledge. The University offers preparatory language courses (English 1 and 2) that may help ensure that students are able to successfully complete the study programme. As these regulations are based on Government rules the panel got the impression that the students can cope with these requirements, also when it comes to English literature that they have to read during their studies. Nevertheless, the panel **recommends** the UPNVJT intensifying the preparation of English language skills by additional courses, especially for Business English.

8 See Art 15.

The panel welcomes that the admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		

3. Contents, structure and didactical concept of the programme

3.1 Contents

All HEIs in Indonesia implement outcome-based education (as regulated under the legal requirements of the Mendikbud-Ristek). Outcome-based education is developed with four core aspects (attitudes, knowledge, general skills, and specialised skills). Attitude aspects have been set by the National Qualification Framework (KKNI), while general skills have been formulated by the Ministry of Education, Culture, Research and Technology (Mendikbud-Ristek). Knowledge and specialised skills are determined by the HEI / study programme. This curriculum is entitled by the Ministry as “Independent Campus: Free to Learn (MBKM)” since it promotes higher student mobility and off-campus learning.

This policy to encourage multi-disciplinary abilities and competencies is called MBKM. Through this policy, students can take courses from different study programmes both domestic and abroad. In 2021, the Ministry of Education and Culture will also issue a programme to facilitate the exchange of domestic students with the Permata Merdeka programme. By implementing this programme, students can study at other campuses to enrich their multidisciplinary competencies and abilities. In addition, MBKM programme facilities are also utilized for international exchanges and additional internships.

Bachelor of Management

The four aspects of learning outcomes must be achieved by the end of the studies. The four aspects of learning outcomes are described as follows:

Aspectcs	Learning Outcome
Attitude	• Devoted to God Almighty and able to show a religious attitude • Upholding human values in carrying out duties based on religion, morals, and ethics • Contributing to improving the quality of life in society, nation, state, and advancement of civilization based on Pancasila (Five Principles). • Acting as citizens who are proud and love the country, have nationalism and a sense of responsibility to the state and nation • Respect the diversity of cultures, views, religions, and beliefs, as well as the original opinions or findings of others • Work together and have social sensitivity and care for the community and the environment • Obeying the law and discipline in social and state life • Internalizing academic values, norms, and ethics • Demonstrate an attitude of responsibility for work in their field of expertise independently • Internalizing the spirit of independence, struggle and entrepreneurship. • Having an open mindset and visionary with ethical aspect and local value

Knowledge	• Mastering theoretical concepts in management science and applying them in various types of organizations, both business and non-business at local, national, and global levels • Mastering research methodology in management science; • Mastering the principles of leadership and entrepreneurship in various types of organizations. • Mastering basic knowledge for character development • Mastering the principles of good corporate governance
General Skills	• Able to apply logical, critical, systematic, and innovative thinking in the context of the development or implementation of the science and technology that focus on and implement humanity values in accordance with their field of expertise • Able to demonstrate independent, qualified, and measurable performance • Able to examine the implication the science and technology that focuses on and implements the values of the humanities in accordance with expertise based on rules, procedures and scientific ethics in order to produce solutions, ideas, designs or art criticism. • Able to compile a scientific description of the mentioned above study results in the form of a thesis or final project report uploaded at the university's website • Able to make appropriate decisions in the expertise context of problem solving, based on the information and data analysis results • Able to maintain and develop working networks with supervisors, colleagues, not only inside the institution but also outside one. • Able to be responsible for the results of work group and conduct supervision and evaluation of the work assigned to the workers • Able to carry out the self-evaluation process of the working group and to manage independent learning • Able to document, to store, to keep, and to rediscover data in order to ensure validity and prevent plagiarism
Specialized skill	• Able to solve routine problems of management functions (planning, organizing, directing, controlling) and organizational functions (marketing, human resources, operations and finance). • Able to formulate and implement strategic plans into operational plans; • Able to conduct theoretical and empirical studies in the field of management based on scientific methods. • Able to provide alternative solutions to organizational problems based on the results of identification and environmental analysis • Able to use tools for the management's decision making • Able to optimize the use of informational technology to support managerial decision making

The curriculum is designed as follows:

Curriculum Overview

Bachelor Management Programme, 8 Semesters

Modul No.	Title of Course Unit	Credit Points per Semester (ects)								Workload		Method of Teaching	Form and Duration of Examinations	weight of exam related to final
		1	2	3	4	5	6	7	8	Hours in Class	Hours Self-Study	i.e. lecture, practical,		
1st Semester														
UV141101	Religion Education	4,83								80	40	L	Exam Paper (90 Min)	
UV141107	Pancasila Education	4,83								80	40	L	Exam Paper (90 Min)	
UV141111	English 1	3,22								80	40	L	Project Essay / Presentation	
EM141104	Business Mathematics	4,83								80	40	L	Exam Paper (90 Min)	
EM201101	Introduction of Accounting	4,83								80	40	L	Exam Paper (90 Min)	
EM141106	Macro Economics Theory	4,83								80	40	L	Exam Paper (90 Min)	
EM141111	Introduction of Business	4,83								80	40	L	Exam Paper (90 Min)	
2nd Semester														
UV141108	Civics		4,83							80	40	L	Exam Paper (90 Min)	
EM141145	Business Law		3,22							80	40	L	Exam Paper (90 Min)	
UV141212	English 2		3,22							30	60	P	Project Essay / Presentation	
EM141110	Introduction of Accounting 2		4,83							60	30	L	Exam Paper (90 Min)	
EM141112	Micro Economics Theory		4,83							40	80	L	Exam Paper (90 Min)	
EM141107	Introduction of Management		4,83							80	40	L	Exam Paper (90 Min)	
EM1411114	Fundamental of Psychology		4,83							80	40	L	Exam Paper (90 Min)	
3th Semester														
EM141120	Business Communication			4,83						80	40	L	Portfolio	
EM141116	Marketing Management			4,83						80	40	L	Exam Paper (90 Min)	
EM141117	Financial Management			4,83						80	40	L	Exam Paper (90 Min)	
EM141118	Human Resource Management			4,83						80	40	L	Exam Paper (90 Min)	
EM141119	Cost Accounting			4,83						80	40	P	Exam Paper (90 Min)	
EM171146	Statistics for Business			4,83						80	40	L	Exam Paper (90 Min)	
UV141110	Education of State Defense			4,83						40	80	F	Exam Paper (90 Min)	
4th Semester														
UV171110	Leadership				4,83					80	40	L	Exam Paper (90 Min)	
EM141122	Quantitative Method for				6,44					80	40	F	Project Essay (90 Min)	
EM141123	Intermediate Marketing				4,83					80	40	L	Exam Paper (90 Min)	
EM141124	Intermediate Financial				4,83					80	40	P	Exam Paper (90 Min)	
EM141125	Intermediate HR Management				4,83					80	40	P	Exam Paper (90 Min)	
EM141121	Organizational Behavior				4,83					80	40	P	Exam Paper (90 Min)	
EM141126	Operational Management				4,83					80	40	L	Exam Paper (90 Min)	
5th Semester														
EM141128	International Business					4,83				80	40	L	Exam Paper (90 Min)	
EM171263	Taxation					3,22				80	40	L	Exam Paper (90 Min)	
EM141130	Firm Budgeting					4,83				80	40	F	Exam Paper (90 Min)	
EM141133	Managerial Economics					4,83				80	40	L	Exam Paper (90 Min)	
EM141132	Entrepreneurship					4,83				40	80	L	Project	
EM171148	Sharia Financial management					4,83				80	40	L	Exam Paper (90 Min)	
EM141131	Total Quality Management					4,83				80	40	L	Exam Paper (90 Min)	
6th Semester														
EM141134	Management Accounting						4,83			80	40	L	Exam Paper (90 Min)	
EM141135	Research Method for Business						4,83			80	80	P	Essay Paper (90 Min)	
EM201106	Small Medium Entreprise						4,83			80	40	P	Exam Paper (90 Min)	
EM141137	Management Informational System						4,83			80	40	L	Exam Paper (90 Min)	
EM141138	Business Eligibility Study						4,83			40	80	P	Business Proposal	
List on table below	Compulsory Concentration Courses*						4,83			80	40	L	Exam Paper (90 Min)	
	Compulsory Concentration Courses*						4,83			80	40	L	Exam Paper (90 Min)	
7th Semester														
UV141109	Indonesia Language							4,83		80	40	L	Exam Paper (90 Min)	
EM141143	Integrated Application Management							3,22		80	40	L	Exam Paper (90 Min)	
EM141144	Strategic Maangement							4,83		80	40	L	Exam Paper (90 Min)	
UV141115	Community Service							3,22		30	60	F	Report	
List on table below	Seminar Course*							4,83		80	40	P	Research Proposal	
8th Semester														
EM141146	Internship								3,22	40	80	F	Report	
FE141151	**Bachelor's Thesis**								**9,66**		210			
total		32,2	30,59	33,81	35,42	32,2	33,81	20,93	12,88	3520	2400			
L:	*Lecture*													
P:	*Practical*													
F:	*Fieldwork*													

The curriculum of the study programme is designed to empower students to work as professionals, researchers, entrepreneurs, and leaders in business societies as well as academics in several national universities. The programme aims to emphasize the learning process by providing theoretical and practical skills in managerial science.

The name Bachelor of Management has been permanently used since the inception of management in 1966. This study programme implements the management process between stakeholders, departments, as well as mediated management. With the expansion of business and management, the management curriculum has constantly evolved to meet the increasingly demand of industrial revolution 4.0 and business network condition of management processes, and therefore the name Bachelor of Management is imperative. After completing all courses, the graduates will be awarded the title of Bachelor of Management (Sarjana Manajemen).

Students are required to conduct research and write publications (journal articles) in addition to thesis writing. They will learn Business Research Methods, Business Management Theories, and Philosophy of Management as well as more practical courses such as Industries, Small Medium Enterprises, and Government.

In addition to that, the MBKM (Independent Campus, Freedom to Learn) curriculum facilitates and tries to balance the integration of theory and practice. Starting from the third year, students can implement their knowledge for up to a year outside campus by pursuing internship programmes with partnering companies. Two programmes can be implemented in this curriculum such as across-departments student exchange programme, which allows students to study in another department inside the university (minimum 6 credits), and across university students exchange programme, which allows the students to study in another state university (minimum 6 credits). In addition, BM students can also take several non-Management-related courses in other state universities.

To support the implementation of the MBKM internship, BM has been actively pursuing formal cooperation (i.e., MoUs) with several institutions both from government and non-government institutions by adhering to BM's graduate profile. BM implements inter-institutional collaboration with several companies that are members of FHCI including:
1. National banking sector companies include Bank BNI, BRI, Mandiri and BTN.
2. Limited Liability Companies which are State-Owned Enterprises include PT Pelindo, PT Semen Gresik, PT Petrokimia, PT Perkebunan Nasional etc
3. Startup companies include Zenius, Hasmicro, Myedu, Binar academy etc

Some of the courses that are converted into MBKM Internships include the following:
1. Management Accounting (3 Credits / SKS)
2. Business Eligibility Study (3 Credits / SKS)
3. Management Information System (3 Credits / SKS)
4. Small Medium Enterprise (3 Credits / SKS)
5. Performance Management (3 Credits / SKS)
6. Risk Management (3 Credits / SKS)
7. Internship (2 Credits / SKS)

The seven courses were chosen based on their suitability for learning outcomes. The organisation, examination and recognition of credits is documented in corresponding regulations.

The Interdisciplinary courses are Organisational Culture, Fundamental of Psychology, Consumer Behavior, Organisational Behavior, Business Communication and Innovation Technology Project Development. Moreover, the interdisciplinary thinking is also manifested in researches conducted by student where the students conduct researches in behavior studies as a requirement to complete their thesis.

To oversee adherence to the code of ethics for lecturers, a University Honours Council is formed. The composition and membership of the University Honours Council is decided by the Chancellor at the discretion of the Board of Professors for a term of five years and may be reappointed for one more term. The University Honours Council is authorized to receive, process and decide on complaints of violations of the lecturer's code of ethics.

The BM also give courses related with ethics education. At the second semester student of the BM learn Civics and then at the third semester they will learn State Defense Education. These courses emphasize on the ethical duty and behavior implementation of ethical citizenship.

The students of BM learn methodological competence consecutively. Several courses such as business statistic, and research methods for business, are all compulsory courses and designed in helping students to successfully write their thesis. Quantitative-based methods in business management research are all introduced to students in order to have a comprehensive understanding of choosing suitable methods for their final thesis.

Bachelor of Business Administration

The following four aspects of learning outcomes must be achieved by the end of the studies:

Aspects	Learning Outcomes
ATTITUDE	
	1. Devoted to God Almighty and able to show a religious attitude 2. Upholding human values in carrying out duties based on religion, morals, and ethics 3. Contributing to improving the quality of life in society, nation, state, and advancement of civilization based on Pancasila (Five Principles). 4. Acting as citizens who are proud and love the country have nationalism and a sense of responsibility to the state and nation 5. Respect the diversity of cultures, views, religions, and beliefs, as well as the original opinions or findings of others 6. Work together and have social sensitivity and care for the community and the environment 7. Obeying the law and discipline in social and state life 8. Internalizing academic values, norms, and ethics 9. Demonstrate an attitude of responsibility for work in their field of expertise independently 10. Internalizing the spirit of independence, struggle and entrepreneurship. 11. Have the values of defending the country in social life
KNOWLEDGE	
	1. Mastering the rules, perspectives, principles, and techniques in various activities related to business administration which include: business strategy policies, business operations, marketing, business information systems and human resource management. 2. Able to understand the field of business administration at the level of concepts, principles, and perspectives of business administration, especially in understanding business strategy and policy implementation. 3. Understand the scope of business concepts which are a combination of management and policies from the latest business developments, especially in the fields of cyber marketing, e-business, e-commerce, and other supporting technological developments. 4. Mastering knowledge both at national and international levels related to HR, finance, and global marketing strategies.
GENERAL SKILLS	
	1. Able to apply logical, critical, systematic, and innovative thinking in the context of developing or implementing science and technology that pays attention to and uses humanities values according to the field of expertise 2. Able to study the implications of the development or implementation of technological science that pays attention to and applies humanities values according to their expertise based on scientific principles, procedures, and ethics to produce solutions, ideas, designs, or art criticism, compile scientific descriptions of the results of their studies in the form of a thesis or final project report, and upload it on the college page; 3. Compile a scientific description of the results of the study mentioned above in the form of a thesis or final project report, and upload it on the college page;
	4. Able to make decisions appropriately in the context of problem-solving in their area of expertise, based on the results of information and data analysis; 5. Able to maintain and develop networks with mentors, colleagues, peers both inside and outside the institution; 6. Able to be responsible for the achievement of group work and to supervise and evaluate the completion of work assigned to workers under their responsibility; 7. Able to carry out the self-evaluation process of the workgroup under their responsibility, and able to manage to learn independently.
SPECIALISED SKILLS	
	1. Able to actualize business administration knowledge in daily life and the wider community. 2. Able to design and conduct research in the field of business administration using quantitative and qualitative research methods with credible references. 3. Through specialization in the fields of entrepreneurship, marketing, finance, human resources and business information systems, graduates can implement business developments in national and international. 4. Able to produce business planning concepts and evaluation of business phenomena in local and global. 5. Able to apply the values of discipline, honesty, hard work, responsibility, independence, and creativity in social life. 6. Integrating the values of state of defense education in developing and applying science, technology, and art (science and technology).

The curriculum is designed as follows:

Semester 1

No	Courses Code	Courses	SKS Credits	ECTS
1	UV181111	English	3	4.83
2	AB181317	Accounting Basics	2	4.83
		Practicum Accounting Basics	1	
3	AB181307	Business Philosophy	2	3.22
4	UV181107	Pancasila	3	4.83
5	UV181101	Islamic Education	2	4.83
		Praticum	1	
	UV181102	Christianity	3	4.83
	UV181103	Chatholic Religion	3	4.83
	UV181104	Hindu Religion	3	4.83
	UV181105	Budha Religion	3	4.83
	UV181106	Confucius	3	4.83
6	AB181312	Introduction Business Adminstration	3	4.83
7	FS181203	Introduction Politic Sience	3	4.83
		Total:	**20**	

Semester 2

No	Courses Code	Courses	Credits	ECTS
1	UV181112	Business English	2	3.22
2	FS181205	Basic Natural Sciences	3	4.83
3	UV181108	Citezenship	3	4.83
4	AB181322	Information and Communication Technology	3	4.83
5	UV181109	Indonesian	3	4.83
6	FS181204	Basic Cultural Sciences	3	4.83
7	AB181311	Organisational Theory And Administration	3	4.83
		Total:	**20**	

Semester 3

No	Courses	Courses	Credits	ECTS

	Code			
1	AB181306	Systems Thinking	2	3.22
2	FS181201	Introduction to Social Statistics	3	4.83
3	AB181313	Business Finance	2	4.83
		Praticum Business Finance	1	
4	AB181314	Human Resources	2	4.83
		Praticum Human Resources	1	
5	UV181110	State Defense Education	2	4.83
		Praticum SDE	1	
6	AB181325	Business Planning anda Development	3	4.83
7	AB181351	Organisational Behavior	3	4.83
		Total:	**20**	

Semester 4

No	Courses Code	Courses	Credits	ECTS
1	AB181316	Marketing	2	4.83
		Prakticum Marketing	1	
2	AB181320	Business Environment Analysis	3	4.83
3	UV181114	Entrepreneurship	2	4.83
		Prakticum Enterpreneurship	1	
4	AB181331	Investment Managemen	2	4.83
		Praticum IM	1	
5	FS181202	Social Research Methods	3	4.83
6	AB181318	Business Information Systems	2	4.83
		Praticum BIS	1	
		Total:	**18**	

Semester 5

No	Courses Code	Courses	Credits	ECTS
1	AB181334	International Business	2	4.83
		Praticum IB	1	

2	UV181113	Leadership	3	4.83
3	AB181307	Creativity And Innvation	3	4.83
4	AB181333	Business Research Methods	3	4.83
5	FS181206	Apprenticeship Practice	2	3.22
6	AB181315	Business Operations	2	4.83
		Praticum BO	1	
7	AB181309	Business Policy dan Strategy	2	4.83
		Praticum BPS	1	
		Total:	**20**	
No	**Courses Code**	**Courses**	**Credits**	**ECTS**
1	AB181426	Tax Administration	2	3.22
2	AB181428	Business Accounting	3	4.83
3	AB181445	e-Business	3	4.83
4	AB181429	Industrial relations	2	3.22
5	AB181448	Global Marketing Strategy	3	4.83
		Total:	**13**	

Semester 6

No	**Courses Code**	**Courses**	**Credits**	
1	UV181115	Real Work Lecture	2	3.22
2	AB181338	Cyber Marketing	2	3.22
3	AB181324	Business Modeling	3	4.83
4	AB181310	Decision Making Theory	3	4.83
5	AB181349	Business Communications	3	4.83
6	AB181356	Business Ethics	3	4.83
7	AB181336	Policy And Business Strategy Seminar	3	4.83
		Total:	**19**	
No	**Code Courses**	**Elective Courses**	**Credits**	
1	AB181430	Export Import	2	3.22
2	AB181441	Work Management	3	4.83
3	AB181447	Anti Curruption Education	2	3.22

4	AB181427	Business Statistics	3	4.83
5	AB181439	International Human Resources	3	4.83

Semester 7

No	Courses Code	Courses	Credits	ECTS
1	AB181350	Business Negotiations	3	4.83
2	AB181357	Business Practices in Indonesia	3	4.83
3	AB181354	Excursion Study	3	4.83
		Total:	**9**	
No	**Courses Code**	**Courses**	**Credits**	**ECTS**
1	AB181440	Ritail Business	2	3.22
2	AB181432	Productivity Management	3	4.83
3	AB181446	Event Management	3	4.83
4	AB181443	Knowledge Management	3	4.83
5	AB181435	International Finance	3	4.83
		Total:	**14**	

Semester 8

No	Courses Code	Courses	Credits	ECTS
1	AB181353	Thesis	6	9.66
		Total:	**6**	
		Elective Courses		
1	AB181444	Tourism Bisiness	2	3.22
2	AB181442	Change Management	2	3.22
3	AB181437	Capital Market	2	3.22
		Total:	**6**	

The name of the study programme in Indonesia is under regulation of the Minister of Education, Culture, Research and Technology (Mendikbud-Ristek). The official programme name is “Strata 1 Administrasi Bisnis” and the awarded degree is Bachelor of Business Administration (Sarjana Administrasi Bisnis/ S.AB.).

The BBA curriculum always strives to promote a balance between theory and practice. Learning outcomes have been adjusted to the competence or concentration of learning. The BBA has four specialty areas including: entrepreneurship, marketing, finance, human resources and business information systems. BBA graduate students aim to produce academics, researchers, and practitioners who are insightful and have a high work ethic in the field of business administration.

Field Specificity	Courses examples	Practical aspects
Marketing	Marketing Management, Retail management, export-import, event management, cyber marketing, and global marketing strategy.	Observing, analyzing and making marketing plans in the field of products, services and goods.
Finance	Fundamentals of Accounting, Financial Management, International Finance, Investment Management, Capital Markets	Planning, Designing, and managing the finances of a business activity both in small, medium and large companies.
Human Resources	Human Resource Management, Performance Management, International Human Resource Management, Industrial Relations.	Analyzing, organizing and planning human resource management in business practices on a small to large scale.
Business Information Systems	Information and Communication Technology, Business Information Systems, E-Business, Knowledge Management, Business Operations	Observing, designing and evaluating management information systems in business practices on a small to large scale.
Inovative Entrepreneurship	Creativity and Innovation, Entrepreneurship, Business Planning and Development, Organizational Theory and Administration, Indonesian Business Practices.	Have experience in making and running business proposals offline and online.

The BBA offers several courses promoting interdisciplinary thinking. These courses include among others Introduction to Business Administration, Business Planning and Development, Business Ethics. Students are also encouraged to be more active in learning and seek new insights to join between faculties and universities.

To support the implementation of MBKM internships, BBA is actively conducting formal collaborations (i.e., MoUs) with several institutions, both government and non-government institutions, by adhering to the BBA graduate profile. Until October 2021, BBA is still collaborating with national institutions such as the Indonesia Stock Exchange (IDX), MNC Sekuritas, and the East Java Directorate General of Taxes. If students choose to do MBKM internships in these three places, a total of 20 credits of MBKM internships will be converted into seven relevant elective courses, as follows:

1. Business Modeling (3 credits)

2. e-Business (3 credits)
3. International Finance (3 credits)
4. International HR (3 credits)
5. Cyber Marketing (3 credits)
6. Investment Management (3 credits)
7. Tax Administration (2 credits)

The seven courses listed above are selected based on the suitability of learning outcomes (i.e., requirements). The organisation, examination and recognition of credits is documented in corresponding regulations.

Students of the Business Administration study programme have received provisions for ethical behavior through Citizenship and State Defense Education courses. Citizenship courses are taken in the second semester, while State Defense Education is in the third semester. Both courses focus on ethical obligations, standards of conduct that set the minimum requirements for ethical citizenship.

Methodological competence is delivered through research methods courses. Such courses are introduced starting from the second year (3rd semester). Research-based courses are designed to help students to produce independent research work for the final thesis.
Student exams at the BBA can be administered in a variety of formats, and consist of a combination of: midterm exams, final exams, assignments, practicum (laboratory work), quizzes and other suitable formats that measure the learning outcomes. In general, most of the courses are tested in writing, but there are some courses that conduct examinations in the form of individual oral exams and group presentations. The final project in the form of a thesis can be in the form of a research report (regular thesis) or other formats (academic journal publication with the same weight as a regular thesis). This final project is written based on scientific principles and scientific ethics, original and based on regulations set by the faculty.

Magister of Management

The curriculum consists of several modules: National Compulsory Modules, Faculty Compulsory Modules, Magister of Management Compulsory Module, and other specialization modules and elective modules. Compulsory courses must be delivered; meanwhile, particular fields, namely elective courses, can be taken in semester 3, consisting of Finance, Marketing, human resource management, and other two courses or six credits.

The four aspects of learning outcomes must be achieved by the end of the studies. The four aspects of learning outcomes are described as follows:

Aspects	Learning Outcomes
Attitudes	• Fear of God Almighty and able to show a religious attitude. • Upholding human values in carrying out duties based on religion, morals, and ethics. • Contribute to improving the quality of life in society, nation, state, and progress of civilization • Act as citizens who are proud and love their homeland, have nationalism and a sense of responsibility to the State and nation. Appreciate the diversity of cultures, views, religions, and beliefs, as well as the opinions or original findings of others. • Cooperate and have social sensitivity and concern for society and the environment. Obey the law and discipline in social and state life. • Internalize academic values, norms, and ethics. Demonstrate an attitude of responsibility for work in their field of expertise independently. Internalize the spirit of independence, struggle, and entrepreneurship.
Knowledge	• Magistering theory, conceptual framework in management practice • Able to solve business and management problems by utilizing management knowledge both with an inter and or multi-disciplinary approach • Able to build, develop, and maintain business organizations that are always proactive-adaptive to changes in the business environment • Magistering the latest principles and issues in economics, and business in general
General Skills	• Able to develop logical, critical, systematic, and creative thinking through scientific research, according to their field of expertise • Able to compile scientific conceptions and the results of their studies based on scientific principles, procedures, and ethics in the form of a thesis, and publish writings in accredited scientific journals at the national level and get international recognition in the form of scientific presentations or equivalent Able to carry out academic validation or studies according to their field of expertise in solving problems in the relevant community or industry through the development of their knowledge and expertise • Able to compile ideas, thoughts, and scientific arguments responsibly and based on academic ethics, and communicate them through the media to the academic community and the wider community • Able to identify the scientific field that is the object of research and position it into a research map developed through an interdisciplinary or multidisciplinary approach • Able to make decisions in the context of solving science and technology development problems that pay attention to and apply humanities values based on analytical or experimental studies of information and data • Able to manage, develop and maintain networks with colleagues, peers within the institution and the wider research community • Able to be responsible for achieving group work results and supervising and evaluating the completion of work assigned to workers under their responsibility • Able to carry out the process of self-evaluation of the work group under their responsibility, and able to manage learning independently
Specialised Skills	• Able to master the theoretical concepts and applications of the core areas of Management • Able to identify and solve problems and provide logical arguments • Able to communicate effectively the concepts of financial management, marketing, operations and human resources in written and oral form. • Able to build, develop, and use networks in the world of business and management • Able to behave according to ethics and leadership character as a responsible global citizen • Able to think innovatively and have an inspiring character when acting in management and business practices • Able to conduct business research which includes identification, formulation, and analysis of business problems • Able to formulate alternative solutions to solve complex business problems in an integrated business system by taking into account economic, cultural, social and environmental factors.

The curriculum is designed as follows:

1st Semester

Modul No.	Title of Module / Course Unit + Compulsory or elecitive?	Credit Points per Semester				Workload	
		1.	2.	3.	4.	Hours in Class	Hours Self-Study
MAM-2111	Managerial Economics	4,83				50	120
MAM-2112	Profesional Manajer Develepment Skill	4,83				50	120
MAM-2113	Finance Management	4,83				50	120
MAM-2114	Quantitative Management Method	4,83				50	120
MAM-2116	Human Resources and Empowerment	4,83				50	120
	2nd Semester						
MAM-2213	Marketing Management		4,8			50	120
MAM-2214	Operasional Management		4,8			50	120
MAM-2215	Management Information System		4,8			50	120
MAM-2216	Entrepreneurship		4,8			50	120
	3rd Semester						
MAM-2311	Company Visit			9,7		300	720
MAM-2312	Strategic Management			4,8		50	120
MAM-2313	Subject Concentration 1			4,8		50	120
M 6.1	Course Unit 1						
M 6.2	Course Unit 2						
MAM-2314	Subject Concentration 2			4,8		50	120
M 6.1	Course Unit 1						
M 6.2	Course Unit 2						
MAM-2315	Business Research Method			4,8		50	120
	4th Semester					50	120
MAM-2414	THESIS / Master Disertation			9,66		300	720
	Financial Subject Concentration						
MAM-2321	International Finance			4,8		50	120
MAM-2322	Investment and Stock Market Management			4,8		50	120
MAM-2323	Risk Management			4,8		50	120
MAM-2324	Syariah Finance Management			4,8		50	120
	Human Resource Management Subject			4,8		50	120
MAM-2325	Performance Evaluation Management			4,8		50	120
MAM-2326	Organisation Culture			4,8		50	120
MAM-2327	Training and Development Management			4,8		50	120
M 6.1	Course Unit 1			4,8		50	120
M 6.2	Course Unit 2			4,8		50	120
MAM-	Management of Change			4,8		50	120

2333							
Marketing Subject Concentration 1							
MAM-2328	**International Marketing**			4,8		**50**	**120**
MAM-2330	**Strategic Marketing**			4,8		**50**	**120**
MAM-2331	**Retail Management**			4,8		**50**	**120**
MAM-2332	**Advertising Management**						
M 6.1	Course Unit 1						
M 6.2	Course Unit 2						

C	**Colloquium**						
BA	**Thesis**				9,66		

The name Magister of Management is under regulation of Minister of Education, Culture, Research and Technology (Mendikbud-Ristek). The official programme name is “Strata 2 Magister Manajemen” and the awarded degree is Magister of Management (Magister Manajemen/ M.M).

Students are given theoretical and practical courses to understand the theory, which can be applied in the business world. Students are given cases or research articles to get various business cases and provide solutions to these cases through research. Students shall be able to make scientific decisions based on research. Magister of Management recruits lecturers from the business industry to support mastery practices because their experiences will deliver creative ideas, motivation, and strong enthusiasm for creating or doing business.

Subsequently, improvements in learning continue to be carried out by increasing collaborations with other companies or SMEs to provide valuable opportunities for Magister of Management students taking practical fieldwork courses. Those are the manifestation and commitment of the study programme in delivering learning in the business world or fieldwork practices.

Students are also provided with courses on business ethics. Moreover, business ethics is currently essential in managing and running a business. Business ethics also is a way to conduct business activities that cover all aspects, namely individuals, companies, and societies. Business ethics can be used as standards and guidelines for every individual to carry out daily work based on honesty, transparency, and professional attitudes.

Business research methods and scientific writing courses are implemented to make students use and apply scientific methods and practices. In addition, to improve students' scientific methods and techniques, learning is carried out by discussing business decision-making efforts. The final project of Magister Management's student is to do a thesis. A thesis is an application of the scientific method that is mandatory for every student. It is compulsory to follow the guidelines for preparing the study programme's thesis.

Appraisal:

The panel welcomes that the curriculum of all programmes adequately reflects each programme qualification objectives. The contents of the courses are well-balanced, logically connected, and oriented towards the intended learning outcomes.

The degree and programme names correspond to the contents of the curricula and the programmes' objectives.
Theoretical questions are, where possible, explained by means of practical examples. The panel welcomes that several courses imply ethical training. General aspects of studies are communicated with the Code of Conduct (especially on academic integrity).

Students acquire methodological competences and are enabled to do scientific work on the required level. The panel welcomes those methodological competences and scientific practice is thoroughly trained. Students are equipped with the necessary skills for research-oriented work and for applying those skills in practical work. This further improves the methodological level of the programme.

The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives. The final theses are evaluated based on previously published and coherently applied rules, and procedures. The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)			X		
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		
3.1.7*	Examination and final thesis (Asterisk Criterion)			X		

3.2 Structure

Bachelor of Management

Projected study time	8 semesters
Number of Credit Points (CP)	145 credits x 1.6 ECTS = 232 ECTS
Workload per CP	1 sks = 39,7 h ; 1 ECTS credit= 25 h
Number of modules/courses	69
Time required for processing the final thesis and awarded CP	six months, 9.66 ECTS

Examinations are regulated in the University and Faculty levels. More specific study and exams regulations are available in the Faculty student's handbook. Markings are based on the following criteria:

≥80—100	A	4,00
≥76 – < 80	A-	3,75
≥72 – < 76	B+	3,50
≥68 – < 72	B	3,00
≥64 – <68	B-	2,75
≥58 – < 64	C+	2,50
≥56 – < 58	C	2,00
≥46 – < 56	D+	1,50
≥42 – < 46	D	1,00
0,0-<42	E	0,00

Students are considered to pass the course if they get a minimum grade of C. Students who get D+, D and E is required to repeat the courses and exams in the following semester.

The BM Courses could be categorized into three large groups: National Compulsory, University Compulsory, Faculty Compulsory and Area of Interest.

No	Content of Course	Number of Courses	Credits
1	National Compulsory	6	16
2	University Compulsory	3	8
3	Faculty Compulsory	40	115
4	Area of Interest	20	6
Total credits		69	145

Students are expected to collect a minimum of 145 SKS Credits and a maximum of 160 SKS. SKS is the Indonesian credit points system that could be converted into European Credit Transfer System (ECTS).1 SKS consists of 50 minutes of direct face-to-face lecture, 60 minutes of structured academic activitiesand 60 minutes of independent studies, with a total of 170 minutes. Therefore 1 SKS = 170 mins x 14weeks = 2380 minutes (39.7 hours). With 1 ECTS equals to 25 hours, thus the credit equivalence is 1SKS equals to 1.6 ECTS.

UPNVJT in general and BM in particular do not discriminate against students' religion/faith, gender, ethnicity, and economic – social status. Moreover, the many pathways of student entrances (scholarship, national entrance, test, and independent-pathway) ensure that all students from any background can have the same opportunity to education. Disabled students are given access (special pathway) in the BM Faculty building and are given opportunity to complete evaluation as mentioned by the regulation.

Bachelor of Business Administration

Projected study time	8 semesters
Number of Credit Points (CP)	144 credits = 230,4 ECTS
Workload per CP	1 sks = 39,7 h ; 1 ECTS credit= 25 h
Number of modules/courses	63 modules
Time required for processing the final thesis and awarded CP	six months, 9.66 ECTS

Examinations are also regulated in the University and Faculty levels. More specific study and exams regulations are available in the Faculty student's handbook. Students pass the course if they get a minimum grade of C. Students who get D+, D and E must repeat the courses and exams in the following semester.

BBA courses can be categorized into five broad groups: university mandatory, faculty mandatory, study program mandatory, competency/concentration-based fields, and electives.

	Curicullum	
	Number of courses	Credits (credit semester)
University Compulsory	10	28
Faculty Compulsory	6	17
Programme Study Compulsory	30	90
Electives Compulsory	17	43
Total	63	178 credits

Students are required to take a minimum of 144 SKS credits and a maximum of 160 SKS credits. SKS is an Indonesian credit point system that can be converted into a European Credit Transfer System (ECTS). 1 SKS credit consists of 50 minutes of face-to face lectures 60 minutes of structured academic activities and 60 minutes of independent studies, with a total of 170 minutes. Therefore 1 SKS = 170 mins x 14weeks = 2380 minutes (39.7 hours). With 1 ECTS equals to 25 hours, thus the credit equivalence is 1SKS equals to 1.6 ECTS.

Magister of Management

Projected study time	4 semesters
Number of Credit Points (CP)	47 sks equal to 75,57 ECTS
Workload per CP	1 sks = 39,7 h ; 1 ECTS credit= 25 h
Number of modules/courses	15 modules
Time required for processing the final thesis and awarded CP	six months, 9.66 ECTS

Study and exam regulations have been included in the student handbook and have been given from the first semester. Students pass the course if they get a minimum grade of B. Students who get less than minimum grade must repeat the courses and exams in the following semester.

Each course in average contains 2 to 3 credits. Students can take up to maximum 15 credits per semester and in total of minimum 47 credits is required for graduation.

UPNVJT in general and MM in particular do not discriminate against students' religion/faith, gender, ethnicity, and economic – social status.

Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. It consists of courses and assigns credits per course based on the necessary student workload. Practical components are designed and integrated in such a way that credits can be acquired. The course descriptions provide detailed information on intended learning outcomes and other information. In addition, Rector's and Faculty´s regulations give descriptions on programme elements. However, the panel recommends substantiating the relevant exams and test formats in the syllabi of each course.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study programme is designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated in analogy to the Lisbon Recognition Convention; the recognition of periods of practical work is also clearly defined. The final grade is supplied with either a relative grade or an ECTS grading table.

The HEI ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal requirements throughout the programme and examinations. Students get individual assistance in special circumstances.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		

3.3 Didactical concept

<u>For all programmes</u>
National curriculum standard requires the University to adopt outcome-based education (OBE), student-centred, teacher-centred and off-campus education. Therefore, each course is designed with respect to what the students will gain, learn, master and produce by the end of the period, which is coherently expressed with the programme learning outcome (PLO).

Blended learning also requires that the teaching process is dynamic, student-focused, and adapting various delivery methods such as face-to-face interaction and distance learning. The didactic concepts of the study programmes are based on the following definitions.

Table 1: Learning methods

Learning Methods	Description of learning method
Problem Based Learning (PBL)	PBL is a teaching method characterized by the existence of real problems as a context for students to learn about critical thinking and problem solving skills, and at the same time gaining knowledge and exprience. One of the examples of PBL is business proposal assignment in entrepreneurship courses. In the lectures, students not only learn the theory but also discuss the problems found in the proposed business and solutions to the problems.
Student Center Learning (SCL)	SCL is a learning method that involves students' active understanding of the material and the lecturer acts more of as a facilitator. Examples of the application of SCL are class discussions brought by students as presenters of material, conducting research, and writing papers.
Outcome Base Education (OBE)	OBE is an approach that emphasizes the sustainability of the learning process. OBE deals with the entire educational process from curriculum design; formulation of learning objectives and achievements; education strategy; learning method design; assessment procedures; and the education environment/ecosystem. The OBE principles include: (1) focusing on learning outcomes, (2) designing curriculum based on outcomes (3) alignment between assessments, learning processes, and learning outcomes.

The learning process can be divided into on-campus learning and off-campus learning. Campus learning usually consists of a combination of student-centred learning and learning-centred understanding of theory. Off-campus learning can be realised in different learning methods. Learning programme visits to companies and institutions that are relevant to business science (Study Excursie), internships, community service – field work, research, entrepreneurship, business development practicum and investment asset management.
During the pandemic of COVID-19 in 2020-2021, distance learning was implemented. It requires a teaching process that is dynamic, student-focused and adapting various methods of delivery such as face-to-face interaction in online lectures and interactive assignments in distance learning. In more detail, the learning includes:

- Live Synchronous following health protocol. In 2020, thesis evaluation is conducted face to face with limited participants.
- Virtual Synchronous e-Learning (web conference). This type of learning is conducted by creating online meeting via Google Meet, Zoom or Big Blue Button. Zoom application helps lecturers in breaking students into different rooms for discussion, students may also give response by showing emoticons or write response in a zoom chat feature. A real time learning has puts students to give real time response in discussion where students are engaged actively in online discussion.
- Collaborative Synchronous Learning (chat discussion forum, collaboration project). Some students collaborate in a group presenting topic/case given by the lecturers. This collaboration helps students to involve in team work so they can still interact with their peers during the lecture.
- Asynchronous e-Learning. This type of learning can be in many activities. Students and lecturers of a course join in a Whatsapp group where students are given assignment and submit it via email during a certain period of time. They can also post a video via Youtube and other students may give feedback to one another. Lecturers also take advantage of the features available at ILMU by conducting a discussion about a topic/case given by the lecturer.

The Covid-19 pandemic required lecturers to interact using ILMU. ILMU is the University's Learning Management System that helps students and lecturer in implementing the distance learning. The implementation is described as below:

- ILMU[9] platform as Learning Management System (LMS) is helpful to organise courses, assignments and quizzes. Features in ILMU consist of Topic Material Delivery, Assignments, Quizzes and Assessment Results. In Topic Material Feature, the material can be uploaded in pdf or PowerPoint format that can then be downloaded by the students. Material can also be delivered into a video format that is integrated with many sources such as Youtube or Facebook.
- ILMU can also be utilised to conduct a conference call using Big Blue Button feature which can be used as a virtual classroom, discussion room or meeting room.
- The feature Discussion Forum and Chat also supports the learning process where lecturer and students can have a discussion together.
- This platform can also act as an evaluation platform where students can upload assignments and quizzes assigned from ILMU and the lecturer can then assess the works directly from the platform. In mid and final semester examination, ILMU also provides facilities in assessing the exam works by recapitulating and integrating all the assessments and scores.

This feature makes it easier and safer for the lecturers to use since it uses server from the University itself.
In general, all lecturers also had passed national teaching certification (SERDOS). In addition to that, there are also various trainings such as PEKERTI (foundational teaching certification) and Applied Approach (advanced approach teaching certification) that can be taken each year and funded by the UPNVJT that helps lecturers design manage, and organise their subjects and teaching strategies. Most lecturers have completed at least foundational teaching certification and passed the national teaching certification.

Course materials

Lecturers must provide the syllabus beforehand and hand it to the students at the beginning of the courses. Generally, lecturers will provide compulsory readings and recommended readings and upload the materials to the e-learning platform. They are made accessible not only in printed version but also in digital form, in Bahasa Indonesia and in English.
In addition to that, lecturers usually provide presentation slides and provide materials to students. The same condition also applied to assignments and discussions of respective topics. To support the educational process, UPNVJT has an e-learning portal[10] that is used (more intensively) during the pandemic. Students can access all online class facilities including materials, video conferences, online quizzes, just in time scoring and student chatting.
The course material is updated on a regular basis with respect to the latest research findings and adjusted accordingly in the course syllabus. The provision of material has various sources. Scientific journals, textbooks, business news and analysis of activities related to running a business.
Moreover, Google meet is used for learning lectures and real time discussions. Students are required to explain some material on related subjects not only on a national scale, but also internationally (developments in the business sector, e.g., investing in cryptocurrency).

[9] www.ilmu.upnjatim.ac.id
[10] www.ilmu.upnjatim.ac.id

Guest lecturers

Guest lectures are an integral part of the programme learning outcomes. International guest lecturers were invited because of their research excellence, whereas Indonesian guest lectures were invited because of their professional credentials. Guest lecturers are part of the course management, especially within the competency-based courses (concentration courses). Some of the guest lectures (international and local) within the last three years (2018-2020) in the **Bachelor of Business Administration** were:

Courses	Guest Lectures
Marketing	Fira Nuraini (MNC Securities)
Finance	Dian Fajar Mahardika, SE., MM (Indonesia Stock Exchange)
Human Resources	Heru Warsito, S.S (PT. Combiphar)
Business Information Systems	Irwan Dwi Arianto, S.Sos., M.I.Kom (Communication Science's Lecture)
Inovative Entrepreneurship	Windy Rahmawati, ST (Gapura Digital)

Over the years, the **Bachelor of Management and Magister of Management** have tried to balance the composition of guest lecturers national and internationally. Some are more academic-wise; for example, international guest lecturers are Benny Cahyono PhD. from Coventry University and Assoc. Dr. Corina Joseph from UiTM Mara Sarawak were invited in 2018 and 2019. For the national guest lecturer respectively, Prof. Drs. Basuki M.COM (HONS), PhD., AK., MCA., CA from Airlangga University was invited in 2019.

Furthermore, the **Magister of Management** increases knowledge through several guest lecture events from Samar Eastern University and an International Seminar that collaborate with Bachelor of Management and other departments, with the speaker from Coventry University, and also hold a class discussion of “Profesional Manager Development” with the WAEJUC (Western Australia East Jawa University Consortium).

Lecturing tutors

The **Bachelor of Management** is assisted by lecturing tutors who help lecturers during the course. The lecturing tutor activity is held in the 7th semester in the integrated management application course. In this course, final or senior students are assigned to be practical tutors. Practicum activities at the laboratory include management application practices with various software such as quantitative management with QM for Windows, statistics with SPSS and also business simulations.

The implementation of tutor learning in the **Bachelor of Management** is currently assisted by laboratory assistants and academic staff of the study programme. The role of laboratory assistants and academic staff of study programs is more on technical laboratory activities and administrative matters.

In the **Magister of Management**, there are no lecturing tutors supporting the courses. However, students usually rely on more senior students and the student body to gain information.

Appraisal:

The didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. Students are encouraged to take an active role in creating the learning process.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. The literature is accessible digitally. However, it was found that some of the literature in the module descriptions is out of date. The experts therefore **recommend** a stronger focus on updating the literature. digitally accessible for the students. The panel became convinced that the digital platform ILMU is user-friendly and encourages students to engage in further independent studies.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work, but also, for example, from culture and politics.

In the Bachelor of Management programme, lecturing tutors support the students in the learning process and help them develop competences and skills.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)			BBA, BM, MM		
3.3.2*	Course materials (Asterisk Criterion)			BBA, BM, MM		
3.3.3	Guest lecturers			BBA, BM, MM		
3.3.4	Lecturing tutors			BM		BBA, MM

3.4 Internationality

<u>Bachelor Business Administration</u>
All courses in the BBA are designed to answer the challenges and developments of the business world, some courses are designed to identify and explore the phenomenon of international business development. In particular, international contents are the focus of courses on International business, International human resources and International finance. Students are expected to have multiple perspectives on the phenomenon of business development both nationally and globally. Several activities also invite university collaborations from abroad such as Taiwan, Malaysia and others.

In addition, lecturers and students are encouraged to play an active role in workshops and international conferences. The intercultural aspect can be shown that there is an obligation to

take Community Service Courses (KKN) which is an activity where students are expected to work in remote villages outside Surabaya for a minimum of three months.

Bachelor of Management

In terms of internationality, the Bachelor of Management programme and curriculum reflect various international and intercultural aspects. The international contents are integrated in the courses of the study programmes such as International Business and International Finance. The International Business course's objectives are to understand International Trade, ExportImport, International Socio-political Regulations and Foreign Policy while the International Finance course's objectives are to understand the Form and the Characteristic of International Policy.

In accordance to conform the global change, in 2020, some new courses are added, namely: International Marketing and Cross-Country Organisational Behavior.

BM is a dynamic and regularly updated study programme which takes into account te increasing globalised world and society and the effect on the demands of many industries.

Magister of Management

The study programme has designed its curriculum to meet international demands in an increasingly globalised world. Several new modules such as Entrepreneurship, Application integrated Magister of Management, Quantitative Magister of Management, International Finance, International Marketing and International Human Resource Management support this ambition to support Master's degree students to compete internationally.
The curriculum is versatile, dynamic and ever-expanding. Students are introduced to the events, culture and social phenomena in the local context and must be made aware of international developments.

Management theories course, for example, elaborates the evolution of management theory and also puts forward the latest development of theory. As a result, students will have a complete understanding of the fluidity and ever-changing management study programme.

Moreover, Reading lists and references in each course must be updated each semester with both local and international reputable academic authors.

For all programmes

All three study programmes are mainly taught in Bahasa Indonesia, which is a fundamental barrier to attracting international students to study at UPNVJT.
There are currently no international students in either of the programmes, currently many students come from different regions of Indonesia. Thus, Indonesia's diversity in terms of ethnicity, race and religion makes students have a high sense of tolerance and respect for differences. In order to get international students, the departments provide information on the study programmes via social media and stay in close contact with alumni who work abroad and are willing to be guest lecturers in the courses.
Until now, the three study programmes do not have permanent or non-permanent lecturers from outside Indonesia, however, there are several activities that involve cross-country academics. Some of these activities include:

- Organising guest lectures related to writing reputable international journals with Prof. Julian Ming-Sung Cheng from National Central University, Taiwan in the **Bachelor of Business Administration** programme or guest lecturer invitation to Coventry University and UiTM Mara Serawak in 2018 and 2019 in the **Bachelor of Management Programme**
- Receive and seek collaboration for student visits from Universiti Putra Malaysia
- Encourage lecturers to regularly play an active role in the International Conference Of Research Month activities held by UPNVJT every year
- Sending lecturers to International Conferences
- Organising International Conference. For example, the **Bachelor of Management** regularly conducts an international conference called Economics, Business and Government Challenge (EBGC) in 2018, 2019 and 2020
- Support lecturers who take part in international scientific activities
- Sending lecturer to pursue PhD in a foreign country. For example, currently one of BM's lecturer is pursuing his PhD at Dong-A University, South Korea with SEAMOLEC Scholarship
- Lecturers of **Magister of Management** submitted research articles to international journals, also Scopus indexed international journals

The courses in all three study programmes combine many types of literature in both local and international languages. Most of the literature or reference books are in English. Thus, students are expected to be able to improve skills in understanding reading sources in foreign languages.
In the **Bachelor of Business Administration**, efforts to encourage students to actively hone foreign language skills have been carried out in English courses at the beginning of the semester.
The **Bachelor of Management** has incorporated more English language as mode of delivery in lectures in recent years. Introduction of Management and Financial Management, for example are courses which are delivered in English while other courses will gradually follow to be delivered bilingually (Bahasa Indonesia and English). Not only that lecturer interacts actively with the students bilingual, but also the assignment and examination completions are conducted in English language. Students are also given international journals as their reading references as well as course text books. Moreover, the BM has already added more international courses in 2020 curriculum than the previous year such as International Financial Management, Cross-Country Organisational Culture and International Marketing.
The **Magister of Management** tries to incorporate more English language as a mode of delivery. Several courses such as Introduction of Magister Management and Magister of Investment Management are bilingual: English and Indonesian.

Appraisal:

International contents are an integral part of the curriculum. Students are thus prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment.

The student body consists mostly of Indonesian students from different regions, due to the fact that all courses, except for foreign languages classes, are taught in Bahasa Indonesia.

At the point of the online conference, there was no international student enrolled in either of the programmes.

Faculty has no international composition (lecturers from different countries, lecturers with international academic and professional experience). Although the University tries to intensify the internationalisation the panel recommends including lecturers from abroad into permanent staff which can further promote the acquisition of international competence and skills. In this context, the panel would like to encourage further cooperation with more foreign HEIs, for instance to attract visiting professors.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme. Nevertheless, as the programme strives to integrate more elements of international accounting, the panel recommends including more training of the English language. For the Master's programme in particular, the panel recommends the inclusion of English courses in the curriculum.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)			BBA, BM, MM		
3.4.2	Internationality of the student body				BBA, BM, MM	
3.4.3	Internationality of faculty				BBA, BM, MM	
3.4.4	Foreign language contents			BBA, BM, MM		

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

Bachelor Business Administration

Multidisciplinary competencies and skills in the Business Administration programme are reflected in several core courses and aspects.

- Regular BBA courses: Entrepreneurship, Human Resource Management, Marketing Management, Business Financial Management, Management Information Systems, Business Policy and Business Ethics.
- Inter-faculty and inter-university courses: Starting from the fifth semester, students are encouraged to choose inter-faculty and inter-university courses from any University in Indonesia (a list of courses offered is published under the Ministry).
- Community service – fieldwork course: compulsory in the sixth semester where students working from remote villages consist of teams from other study programmes at UPNVJT.
- Internship programme: one month and up to six months internship in various institutions and companies.
- Students gain communication skills from course assignments that must be presented, such as internship results seminars, Field Practice Report Exams and thesis oral exams.

Bachelor of Management

Several activities in the BM include the multidisciplinary competencies and skills such as:

- The BM regular and concentration courses: Fundamental of Psychology, Organisational Culture, Business Law, Organisational Behavior, Consumer Behavior, Finance Behavior, Management Accounting, Production Planning and Inventory Control, Technology of Innovation and Project Development, Business Communication, Management Informational System, Business Statistics and Syariah Finance Management
- The MBKM (Independent Campus, Freedom to Learn) curriculum: students may take up to two-semester internship or taking courses in other departments, faculties or universities in Indonesia depending on their interest courses availability.
- Field Work Course: This course is an obligatory which puts a group of multidisciplinary students from different study programmes of the University to work and contribute to the society in a remote village.
- Internship course: This course is an obligatory for students to take for a minimal of one month internship in various companies.

Magister of Management

The Magister of Management integrates various multidisciplinary competences and skills, such as cultural studies in the context of organisational cultures. Furthermore, the Management Development Skills course focuses on communication and presentation skills, as well as on the improvement of hard and soft skills, such as public speaking.

With the implementation of "freedom to study" curriculum, students can take up to two semesters of internship or taking courses in other departments, faculties or universities in Indonesia, depended on their interests and course availability.

Students registered for Magister of Management, there are professionals who work in leading institutions in Indonesia, such as BNI 46, BJB, Nation Defense Ministry, Pegadaian and others. Graduates of the programme may work in a multidisciplinary company or can also contribute to society with their skill, for example, leadership with *Education State Defense* value.

Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the course descriptions. This is supported by means of suitable didactical and methodological measures.

The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured. This is also underlined by dealing with different subjects such as entrepreneurship, fundamental of psychology, political science, business communication, as well as leadership and others within the curricula.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			BBA, BM, MM		

3.6 Skills for employment / Employability (Asterisk Criterion)

On the University level, UPNVJT has a Career Counselling and Entrepreneurship Center with its mission to help graduates to compete in national and international job markets and working environments.

Furthermore, the curricula of all three study programmes are designed to match the need of the job market. The programmes offer students specialisation options that enable them to orient themselves in the job market and identify future career fields.

Bachelor of Business Administration

From the 5th semester onwards, electives are offered in the BBA. This includes, for instance, the courses e-Business, Industrial relations, Export and import, Business statistics, International human resources and Event management.

A compulsory internship is integrated in the curriculum. The duration of the internship is between one and six months. Direct learning is also applied in excursion study courses where students directly observe business processes in companies, both goods and services, at the MSMEs level and large companies.

BBA regularly invites alumni, stakeholders and professionals to align market needs with the BBA curriculum. Therefore, curriculum design is in line with the job market.

Moreover, the BBA has four business laboratories that support the teaching process on a practical level. The four laboratories include the Business Incubator, Investment Gallery, Cyber Marketing and Tax Center. BBA has established mutual cooperation with several companies (further details in section 4.3).

Bachelor of Management

BM offers four specialisation fields which could all be taken as concentration programmes in the third year. These are:

- Finance
- Marketing
- Human resources
- Operation Management

Courses in these concentrations are all designed to meet the emerging skills needed by the job market and meet the demands of Management graduates. Some of the emerging skills are Compensation and Benefit, Business Communication, Leadership, Human Resource Planning, Marketing & Selling and Financial Planning. In addition, lecturers of the BM have been qualified for Competence Certification in some major as listed below:

- Marketing, titled NNLP (Neuro Linguistic Programming), CMA (Certified Marketing Analyst), CPDM (Certified Professional Digital Marketing)
- Finance, titled CRP (Certified Risk Professional), CFP (Certified Financial Planner)
- Human Resources, titled CHRA (Certified Human Resources Analyst), CPP (Certified Productivity Practitioner) Under that certain competencies mentioned above, the competence of lecturers will have strong impact in building students competences during the learning

process which will help students in learning and acquiring the work competences of the related fields.

Furthermore, BM students may also take competence certification conducted by BNSP (The Profession Certification National Board) as follow:
- Marketing Competence about Operational Marketer
- Human Resources Competence about Human Resources Management Level 4

In addition, an internship in a respective field is compulsory in the eighth semester. Students must write a corresponding report to prove this.

Magister of Management

The Magister of Management programme offers three majors:
- Finance
- Marketing
- Human Resources

These could all be taken as a concentration programme in the third semester. Courses in these concentrations are designed to meet the emerging skills needed by the job market and meet the demands of Magister of Management graduates. The skills are compensation and benefit, business communication, leadership, human resource planning, marketing & selling, as well as financial planning.

Moreover, company visits are also integrated into the curriculum in the third semester.

Appraisal:

The promotion of employability runs as a common thread of the study programmes through all its courses. The panel welcomes UPNVJT's activities of promoting employability. In particular, the possibilities for specialisations which are oriented towards the job market equip the students with skills needed for future employment. Compulsory internships and practical certifications of the lecturers and students in the fields of specialisation improve the integration of theory and practice as do adequate and suitable courses and extra-curricular initiatives.

The University also conducts a tracer study to evaluate the further career of graduates to ensure that the contents of the curricula meet the current and future needs of the job market.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6*	Skills for employment / Employability (Asterisk Criterion)			X		

4. Academic environment and framework conditions

4.1 Faculty

Bachelor of Business Administration:

The FISIP – UPNVJT Business Administration Study Programme has a total of 21 lecturers.

	Bachelor of Business Administration
Full time lectures	-
Professor	-
Doctors	3
Masters	15
Total	18
Part time lecturer	3
Total full time and part time lecturers	21

The minimum qualification for a lecturer in the business administration study programme is a master's degree. The majority of lecturers in the business administration study programme obtained masters and doctorates from leading universities in Indonesia: Brawijaya University, Padjadjaran University, Jember University, and Diponegoro University. Part-time lecturers are recruited not only Master's degree qualifications, but also their professional background in the field of business science teaching.

Some lecturers have various business ventures, especially in the culinary and fashion fields. There are also lecturers from the business administration study programme who are often involved in startup business projects and discussions. The experience is really useful and is directly related to several subjects such as creativity and innovation; business development and investment management. Many BBA lecturers join business administration associations (AIABI). UPNVJT business administration lecturers are also actively participating in the association. UPNVJT business administration lecturers also have an important role in formulating the development of business administration in Indonesia (business administration associations).

Bachelor of Management:

The Bachelor of Management has 39 full-time lecturers and three part-time lecturers. On average, lecturers teach between 10 and 15 credits per semester.

	Faculty members
Full Time Lecturers	39
Professor	1
Doctoral degree	11
On-going doctoral degree	4
Master’s degree	23
Part-Time Lecturers	3

Total full time and part time lecturers	42

The minimum qualification for lecturers in the Bachelor of Management is Master Degree. 11 of 39 lectures have already had doctoral degrees and 4 lecturers are now undertaking their doctoral degree including one person pursuing his PhD at Dong-A University, South Korea.

Many of the lecturers are entrepreneurs who have business in various industries such as creative business, education, food & beverage, photography and many more. Moreover, the lecturers are also involved in some business organisations such as the Indonesian Association of Entrepreneurs (HIPMI), ISEI (Indonesians Economics Bachelor Associations), APSMBI (Alliance of Indonesia Management and Business Study Program), and Hotel restaurant and Café business Association.

Magister of Management:

Magister of Management has eight full-time lecturers and three part-time lecturers. On average, each lecturer teaches between 3 and 6 credits per semester.

	Faculty members
Full Time Lecturers	8
Professor	1
Doctoral degree	10
Master's degree	-
Part-Time Lecturers	3
Total full time and part time lecturers	11

The minimum qualification for lecturers in the Magister of Management is Doctoral degree. Both full-time lecturers and part-time lecturers hold doctoral degrees.
Some lecturers have various businesses, especially in creative industries. A lecturer serves in the association of young entrepreneurs (MI) to be excellent entrepreneur. One lecturer serves in the Hotel restaurant and Café business association. One of the lecturers has experience as a business consultant in several countries, for example, empowering human resources through the production process. This experience will give beneficiary for the student for production management process.

For all programmes:

Lecturers are appointed by the government or the management body of the University. The recruitment process for lecturers in the UPNVJT is carried out centrally by the Government of Indonesia through the selection of civil servant candidates (Calon Pegawai Negeri Sipil – CPNS) and the recruitment process independently by UPNVJT.

Under the regulation of the Ministry (Mendikbud-Ristek), all HEI lecturers must hold national certification for lecturers (called Serdos). Besides Serdos, there are other teaching certifications, Pekerti (foundational teaching certification), AA (applied approach/advanced teaching certification), that can be taken each year as further education and are funded by the UPNVJT. This helps lecturers design, manage, execute, organise, and evaluate their courses and teaching methods. UPNVJT also regularly sends faculty members on teaching certification: such as designing outcome-based education (OBE) methods and curriculum.

The lecturers' duties are stipulated in the Rector's Academic Regulation for Undergraduate Education. Besides conducting lectures they have to plan the learning process, to conduct assessments of learning outcomes, report on activities of students in higher education at the end of each semester, develop and evaluate test materials in accordance with the objectives of the learning achievements, and to carry out certain management functions.

Lists with faculty members teaching at the Bachelor of Management, Bachelor of Business Administration and Magister of Management show that all courses of the curricula are covered.

Faculty members are expected to cooperate with each other. All courses are delivered in team teaching (minimum of two lecturers). This team needs to meet regularly for coordinating, maintaining, organising course materials, examination, and course evaluation. Apart from teaching, the Ministry of Education has set the mission 'Tri Dharma' or three main obligations of lecturers that includes teaching, research, and community service.

Each student has an academic supervisor assigned by the Faculty. The academic advisor must hold a permanent position with a minimum qualification of Master degree. If the academic advisors are unable to perform their duties, the Faculty will assign a new academic advisor. The duties of supervisors include:

1. To guide students in planning his/her study and give consideration to the courses to be taken;
2. To approve study plan cards through the online system SIDOS;
3. To give insights and guidance about the number of credits to be taken;
4. To follow the development of students;
5. To help find solutions for students if the academic problems persist.
6. To motivate students to participate in the student body (Himakom) and other extracurricular activities (student communities).

A psychology counselling centre is available for students who struggle with their mental well-being. UPNVJT has a dedicated psychology centre with two psychologists to help students with difficulties. Usually, academic advisors will register the students and notify the centre.

The support of students by teaching staff also takes place beyond the classroom. Lecturers have regular office hours that are held at fixed times and by appointment. Students are also encouraged to contact them via email if they have urgent questions around a subject.

During the online conference students appreciated the intensive and effective support that they received from academic staff.

Appraisal:

The panel is convinced that even when their teaching assignments in other study programmes are taken into account, the structure and number of the faculty correspond to the programmes' requirements and ensure that the students reach the intended qualification objectives. All courses are supplied with lecturers. This is testified by a list of lecturers with their course assignments. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both academic standards and requirements of professional practice are fully satisfied.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programmes. The HEI verifies the qualifications of the faculty members by means of an established procedure. Specific measures for the further qualification of the faculty members are implemented.

The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programmes. As faculty members should hold the Sardos certificate the University verifies their qualifications. The HEI ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. In particular with the training for AA and Pekerti specific measures for the further qualification of the faculty members are implemented.

The practical business experience of the Faculty corresponds to the requirement of the programmes to integrate theory and practice.

The faculty members cooperate with each other for the purpose of tuning the modules towards the overall qualification objectives. Meetings of all those teaching in the programme take place regularly.

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully. The panel welcomes in particular that by law every student has an academic supervisor whom she/he can ask for advice and who will help her / him in case of difficulties. Also, it became clear during the online conference that Faculty members are available for the students outside the specified office hours as well. The students are “fully content” with the support they receive.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty			X		
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X

4.2 Programme management

The programmes are managed and organised by the Programme Director, who is supported by administrative staff and reports to the Dean. The Dean is supported by Vice-Deans for academics, human resources, and finance and for student affairs. Specifically, the Programme Director tasks include:

- Planning schedules and evaluation of learning outcomes,
- Implementation of the lectures on the field of study,
- Coordinating the process of *tri dharma* (teaching, research, and community service) in the programme,
- Coordinating the planning, provision, and proposal of the need for lecture, facilities, and educational infrastructure,
- Coordinating and monitoring the preparation of teaching and learning process on the programme level, faculty level and university levels,
- Monitoring and evaluating the finance and budgeting on programme and faculty levels,
- Planning and suggesting the training of administrative staff to maintain the programme development,
- Evaluating and reporting the running programme management system,
- Fostering student activities both within the formal structure of student affairs and outside student organisations,
- Collaborating with corporate partners to support the learning process at the Faculty.

At Faculty level, administrative affairs are managed by administrative staff and coordinated under the head of administrative staff (Kabag TU) who is supported by the head of general affairs (Kasubag Umum), head of education and teaching affairs (Kasubag Dikjar), and head of finance (BPP). In addition to that, each study programme is supported by its own administrative staff. They help the Programme Director in maintaining the teaching and learning on a day-to-day basis, such as: schedules and timetables, examination, and final thesis exams. UPNVJT has an integrated online e-system (Siamik and Sidos) to help the management of the academic process. Administrative staff are routinely being mentored and trained to enhance their skills.

Furthermore, UPNVJT provides integrated services for students. To improve the quality of its services, UPNVJT periodically conducts surveys to measure the public satisfaction. Complaints from students or public can also be delivered on the UPNVJT website and the REPORT application on the Ministry website.

Appraisal:

The panel noticed that the study programme and the activities of everyone involved are well managed and coordinated by the programme coordinator. It is ensured that the programme runs smoothly.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. During the online conference, the panel was informed that the HEI offers the administrative staff opportunities for continuous professional development.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty		X			

4.3 Cooperation and partnerships

Bachelor of Business Administration:

The Business Administration programme has collaborations with the following academic institutions:

Aspect of Tri Darma	In cooperation with networks	Activities
Teaching	Universitas Putra Malaysia	Collaboration with student visits
	National Central University (Taiwan)	Organizing guest lectures related to writing reputable international journals
	Yogyakarta National Development University (Indonesia)	Lecture with the subjects of taxation, capital market, International HR
	Jakarta National Development University (Indonesia)	Study with international HR courses
	Sudirman University (Indonesia)	Collaboration Study together
	Brawijaya University (Indonesia)	Collaboration Curriculum development
Research	Brawijaya University (Indonesia)	Related to the field of entrepreneurship
Community Service	Bumdes “Karya Mandiri” Desa Dawung, Kecamatan Ringinrejo, Kabupaten Kediri (Indonesia)	as a pilot village that can contribute ideas from Business Administration lecturers to the villagers.

It also has collaborations with several business enterprises:

Enterprise/ company	Activities
Indonesia Stock Exchange MNC Sekuritas	Collaboration of guest lecture invest management courses and capital market courses and the establishment of the investment Gallery,
Director General of Taxes (DJP) I East Java	Collaboration for Tax Center and guest lecture tax courses
Bumdes "Karya Mandiri" Dawung Village, Ringinrejo District, Kediri Regency	Pilot village that can contribute ideas from Business Administration lecturers to the villagers.

PT. Coca Cola Amatil CV Pasific Harverst PT. Kereta Api Indonesia PT. Combiphar	Collaboration of guest lecture business adminstration courses
Goverment Tourism	Collaboration of guest lecture marketing courses

Bachelor of Management:

The Bachelor of Management has cooperated with Alliance of Indonesia Management and Business Study Program (Aliansi Program Studi Management dan Business Indonesia - APSMBI) since 2018 which enables the programme to have student exchange, research collaboration, and community service activities.

Cooperation with HEI or Networks	Activities
QUALITY ASSURANCE	
AUN (Asean University Network)	Promoting and implementing quality assurance in HEIs.
Research Collaboration	
Western Australia – East Java Universities Consortium (WAEJUC)	Student exchange and research collaboration.
Tri Dharma Cooperation	
Wijaya Putra University	Support each other in Tri Dharma Program
Teaching	
UPN Veteran Jogjakarta and UPN Veteran Jakarta	Joint teaching for Student Exchange Permata Independent Campus Radicular
Tadulako University	
Sebelas Maret University	

In addition, the programme established several cooperation with business enterprises and organisations, such as:

Enterprises / company	Activities
ISEI (The Indonesia Economics Bachelor Associations)	Conducting SENAMA (The Management National Seminar) year 2020
Bank Indonesia	Awarding scholarship for students
CV. Manajemen Bisnis Indonesia (The Profession Certification Organization)	Conducting digital business seminar and training
Indonesia Human Capital Forum	Internship Program
The Profession Certification National Board (BNSP)	Conducting competency examination for students

Magister of Management:

The Magister of Management collaborates with various parties in various fields, especially Tri Dharma (to complement and support classroom activities). It is also part of the Indonesian

Master's Management Programme Alliance (APMMI). The alliance aims to develop the Study Programme institutionally and graduates with various activities such as curriculum workshops, training, and other activities.

In improving competence and experience in the business world, Magister of management students are given the opportunity to join several institutions, including joint research and publishing in a journal with International Council for Small Business (abbreviation of ICBS). This is one of the steps as a form of implementation of Merdeka Belajar Kampus Merdeka (abbreviation of MBKM) from the Ministry of Education and Culture, to strengthen the relationship between business companies and academics, both students and lecturers. Magister of Management has established cooperation with local business to facilitate internship programmes. Furthermore, the Magister of Management also cooperates with Telkomsel, the biggest telephone and internet provider in Indonesia, which entails internship programmes, sponsorship, and mentorship.

Appraisal:

The scope and nature of cooperation with other universities from Indonesia and abroad relevant for the programme are plausibly presented. The agreements in terms of MoUs forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programmes. Several activities contribute to the development of the students' qualification and skills.

The scope and nature of cooperation with business enterprises and other institutions relevant to the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students' qualification and skills.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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 business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

4.4 Facilities and equipment

As the on-site visit had to be replaced by an online conference because of the Covid-19 pandemic UPNVJT made available to the panel photos of its building, rooms, and the library as well as descriptions in the self-evaluation report thereof[11].
UPNVJT has classrooms that comprise on average 56 square metres for 40 students, a 64 square metres reading room, an administration room, and a discussion open space for

[11] See self-evaluation report pp. 19 f.

students equipped with Wi-Fi free of charge. There is also the language centre and health clinic.

There are also integrated management laboratories of quantitative management, mini bank, and investment gallery.

Space for study and extra-curricular activities is provided. Facilities and infrastructure to support the talents and interests of students include three tennis courts, a football field, four basketball courts, four volleyball courts, a swimming pool, rock climbing, futsal courts, a set of marching band instruments, a set of musical instruments (kulintang and campursari). There are 33 student clubs and societies in UPNVJT, managed under the Student Centre. The disabled students are provided a special room on the first floor so that they are not obliged to attend lectures in the classroom. Disabled people can use special pathways around campus.

As far as the access to literature is concerned the National Library of Indonesia (https://www.perpusnas.go.id) has a substantial collection of e-books, scientific publications, periodicals, newspapers, historical archives, etc., which can be accessed by Indonesian citizens free of charge. The registration is simple, with only a national ID card. Perpusnas can be accessed completely online.

UPNVJT has a central library which is open during weekdays from 7 am to 6 pm and subscribes to several scientific publishers (Springer, Elsevier, ProQuest, and Cambridge University Press). The central library also holds substantial textbooks and is regularly updated.

Appraisal:

Since the online conference was conducted replacing an on-site visit, the panel did not have the opportunity to visit the UPNVJT's building. Instead, UPNVJT provided photos and descriptions of its premises and facilities. Based on the materials provided, the panel formed the view that a smooth running of programmes is ensured regarding the capacities for teaching, research, studies, and administration.

The quantity, quality, media, and IT facilities of the teaching rooms meet the standards required for the programme, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The opening hours of the library take students' needs sufficiently into account. The panel is convinced that access to literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. Moreover, the panel welcomes that UPNVJT assures full access for students and staff to electronic library platforms.

The panel learned that the books from the library can only be borrowed for one week. It would be appreciated if the University would extend this period for the students.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)			X		

4.4 Additional services

Apart from the psychological counselling service, UPNVJT has its own career centre (namely Career Development and Entrepreneurship Centre). It regularly organises several activities:

1. Career bursaries: This centre regularly organises career days and invites companies to have a direct interview with potential graduates.
2. Support for campus-based enterprise: students' business, campus mini-market, cafeteria.
3. Career-related conferences: inviting professional speakers to inform about future job markets, how to write a good CV, how to use social networking (LinkedIn) for employability.
4. Collaboration with student bodies (university level, faculty level, and programme level) to organise career days where students can meet with prominent alumni for coaching and self-improvement sessions.

Aside from dissemination of vacancies, UPNVJT also distributes information on student competitions and internships.

There is a regular Alumni Reunion each year. On such occasions, alumni regularly express their opinion and recommendation to improve the curriculum, such as the implementation of new courses.

Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. The HEI provides sufficient resources.

An alumni organisation with an alumni network has been set up.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities			X		

4.6 Financing of the study programme (Asterisk Criterion)

UPNVJT is a public university. The financing of all public universities in Indonesia is regulated under Government regulations. There are three sources of income for UPNVJT:

1. Government: in the form of grants, subsidies, collaboration, and partnerships.
2. Public funds: come from the public, especially from tuition fees.
3. Other sources of income: come from the university's business enterprises.

Appraisal:

The study programme is funded for the entire accreditation period so that students will definitely be able to complete their studies.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6*	Financing of the study programme (Asterisk Criterion)			X		

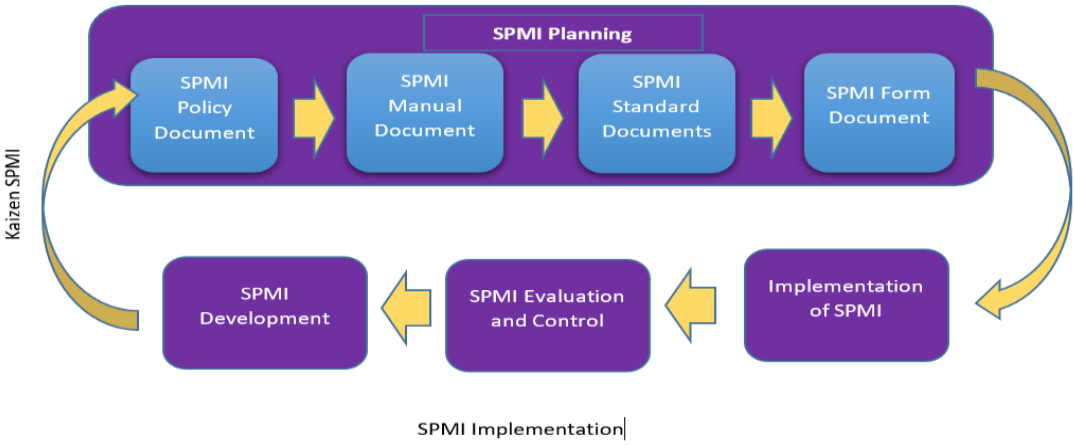
5. Quality assurance and documentation

As mandated in Article 53 of the "Law of the Republic of Indonesia Number 12 of 2012 concerning Higher Education", the Higher Education Quality Assurance System (SPM Dikti) consists of the Internal Quality Assurance System (SPMI), developed by the university and the External Quality Assurance System (SPME) conducted through accreditation. To make this a reality UPNVJT has adopted "Guidelines for Internal Quality Audit" that are the basis for the University's internal Quality Audit (AMI). By doing this UPNVJT wants to improve the quality of its higher education in a planned and sustainable manner.

UPNVJT has installed a quality assurance agency, the Institute for Learning Development and Quality Assurance (LP3M) that has the main task to conduct, coordinate, monitor and evaluate learning development and quality assurance. The quality assurance for non-academic aspects is held through internal control and supervision by the Internal Supervisory Unit (SPI).

SPMI is implemented periodically, using standards that meet the requirements of National Higher Education namely in the scope of University, Faculty, Departments and Study Programmes based on PDCA principles: Planning, implementation, evaluation, control, and development.

The quality standard of Higher Education in the Academic Field of UPNVJT consists of 36 quality standards, which include 24 mandatory quality standards in accordance with the National Standard of Higher Education and twelve additional quality standards developed by UPNVJT. UPNVJT also implemented ISO 9001: 2015, which is being reviewed yearly. The following graph shows the Internal Quality Assurance (SPMI) process in UPNVJT:



At the end of each semester, students are required to fill out the student satisfaction survey. Criteria are measured in order to evaluate the performance of lecturers, administrative staff, and facilities during the academic year. Those criteria are as follows: reliability, lecturers' performance, administrative staff performance, responsiveness, assurance and empathy, accessibility, the quality of facilities and learning infrastructures. The study-workload is continuously being checked by faculty[12]. This survey is posted in the UPNVJT online

[12] See above chapter 3.1

academic system (Siamik) and is mandatory since the students cannot register for final exams before they have completed the survey.

At the end of each semester, students must fill out the satisfaction survey, which usually entails the quality of teaching, the quality of teaching materials, and mode of delivery. The results are then reported to the Dean and programme coordinator and published on the website while also being discussed in the regular faculty meetings. Students could also deliver their complaints via the student body organisation (HIMAGRI) who then reported such complaints to the programme coordinator. Moreover, at the end of the semester an audience is held by students and Deans related to the learning process for one semester concerning the quality of teaching, the quality of teaching materials, delivery methods and others that can be improved in the following semester.

Evaluation at the faculty level is carried out regularly every semester. The faculty quality assurance group develops quality standards and conducts a compliance evaluation procedure, including regular evaluation of procedure manuals and operational aspects related to academic activities.

According to the University structure, university boards are regularly monitored by the senate and board of monitoring (Dewan Pengawas). In addition to that, faculty members (lecturers and administrative staffs) are expected to fill in Google Form to evaluate the leadership of Faculty leaders, Dean, Vice Dean I (Academics), Vice Dean II (HR and Finance) and Vice Dean III (Students Affairs). The results of the survey and the progress of achieving performance targets are periodically communicated.

UPNVJT requires all study programmes to conduct tracer study for alumni. The link is available on the website of the programmes. This evaluation is carried out by the study programmes and the results are analysed by the coordinators of the study programmes who then decide on the action to be taken. The evaluation of external parties can be known transparently through the Tracer Study Report which can be viewed on the programmes' website. Several alumni and stakeholders are also regularly invited to review the curriculum and give their suggestions and recommendations for the progress in the future.

Each student will be given the University's handbook (general academic manual) as well as the Faculty's handbook by the time they have registered in UPNVJT. The Faculty regularly updates its students handbook in which curriculum, courses contents, regulations in regard of teaching, examination, internship, and thesis defence exam are contained. In addition to that, information in regards of the academic activities through the years are distributed and can be accessed on the programme website.

Information on the academic calendar and all activities during the academic year can be accessed online (Sistem Informasi Akademik (SIAMIK) (upnjatim.ac.id)).

Appraisal:

The panel welcomes that UPNVJT has based on the binding legal provisions set up a quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programmes with respect to its contents, processes, and outcomes. It takes into account the evaluation results and the analysis on success rate, and graduate employment as well as the profile of the student population. However, the panel could identify that outdated literature was mentioned in course descriptions. It therefore

recommends a stronger focus of quality assurance activities on the up-to-dateness and completeness of programme documentation.

The panel notes that students have the possibility per semester to comment on the quality of teaching, the quality of teaching materials, delivery methods and others to improve in the following semester.

Evaluation by students and faculty is conducted on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process. HEI states that the evaluations are anonymous. However, it is mandatory to provide an e-mail address. The experts trust the University's statement that the e-mail addresses are not linked to the evaluation results. Nevertheless, the expert panel **recommends** separating the e-mail addresses and the evaluations in the future.

An external evaluation is conducted on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.

The study programmes' content, curriculum and examination scheme have been suitably documented and published (e.g. course plan and exam regulations).

The HEI regularly publishes current news and information – both quantitative and qualitative – about the study programmes.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		

Quality profile

HEI: Higher Education Institution:
Universitas Pembangunan Nasional "Veteran" – Jawa, Timur, Surabaya, Indonesia (UPNVJT)

Bachelor / Master programme:
Management - Bachelor of Management (BM)
Business Administration - Bachelor of Business Administration (BBM)
Magister of Management - Magister Management (MM)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1	**Objectives**					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			MM	BM BBM	
1.3.2	Positioning of the study programme on the job market for graduates („Employability")			MM	BM BBM	
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			MM	BM BBM	
2	**Admission**					
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		
3	**Contents, structure and didactical concept**					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)			X		
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		
3.1.7*	Examination and final thesis (Asterisk Criterion)			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2*	Course materials (Asterisk Criterion)			X		
3.3.3	Guest lecturers			X		
3.3.4	Lecturing tutors			BM		BBA MM
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2	Internationality of the student body				X	
3.4.3	Internationality of faculty				X	
3.4.4	Foreign language contents			X		
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6*	Skills for employment / Employability (Asterisk Criterion)			X		
4.	**Academic environment and framework conditions**					
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty			X		
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty		X			

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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 business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)			X		
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities			X		
4.6*	Financing of the study programme (Asterisk Criterion)			X		
5	**Quality assurance and documentation**					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		