

Decision of the FIBAA Accreditation Committee for Programmes



107th Meeting on 06 July 2018

Project Number:	17/134
Higher Education Institution:	KIMEP University
Location	Almaty, Kazakhstan
Study Programme:	Doctorate in Business Administration PhD in Accounting and Audit PhD in Finance PhD in Management PhD in Marketing
Type of Accreditation	initial accreditation

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

According to § 12 (2) in conjunction with § 16 (1) in conjunction with § 16 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation “FIBAA Programme Accreditation”, the doctoral programmes are accredited under one condition.

Period of Accreditation: 6th of July 2018 until end of spring semester 2013

Condition:

KIMEP University provides

- detailed course descriptions for all courses of the four PhD programmes prior to the PhD programmes’ start, and
- the not yet presented (detailed) course descriptions of the DBA programme.

Proof of meeting these requirements is to be supplied by 6 April 2019.

The FIBAA Quality Seal is awarded.



Assessment Report

Higher Education Institution (HEI):

KIMEP University

Doctoral programme:

Doctorate in Business Administration

PhD in Accounting and Audit

PhD in Finance

PhD in Management

PhD in Marketing

Brief description of the doctoral programmes:

KIMEP University's main objective of doctoral programmes is to train local faculty and gifted students to engage in research and publication, and to raise the intellectual capacity of local candidates to provide leadership roles in business education and business development in Kazakhstan.

Date of opening of the procedure:

30 October 2017

Date of filing the self-documentation:

19 February 2018

Date of On Site Assessment:

11 - 13 April 2018

Type of accreditation:

initial accreditation

Accredited in Cluster 1 and 2 with:

Bachelor and Master of Accounting and Audit

Bachelor and Master of Finance

Bachelor of Management and Master of Business Administration

Bachelor and Master of Marketing

Duration of Study:

4 - 6 years

Starting Date of the Doctoral Programmes:

Doctorate of Business Administration: fall semester 2012

PhD in Accounting and Audit: fall semester 2018

PhD in Finance: fall semester 2018

PhD in Management: fall semester 2018

PhD in Marketing: fall semester 2018

Capacity Load:

5 -10 candidates

Programme cycle starts in:

fall semester

Date of the Meeting of FIBAA-Accreditation Commission:

6 July 2018

Resolution:

According to § 12 (2) in conjunction with § 16 (1) in conjunction with § 16 (2) of the "Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation "FIBAA Programme Accreditation", the doctoral programmes are accredited under one condition.

The FIBAA Quality Seal is awarded.

Duration of Accreditation / retention period:

6 July 2018 until end of spring semester 2023

Condition:

KIMEP University provides

- detailed course descriptions for all courses of the four PhD programmes prior to the PhD programmes' start, and
- the not yet presented (detailed) course descriptions of the DBA programme. (see chapter 3.1.4).

Proof of meeting these requirements is to be supplied by 6 April 2019.

Project Manager:

Carsten Pilz, Ass. jur.

Lars Weber, Ass. jur.

Panels

The following panel members assessed the programmes Doctorate of Business Administration, PhD in Accounting and Audit and PhD in Finance:

Dr. Meruyert Narenova

University of International Business, Almaty

Academic Director of the MSc and PhD programmes on Economics and Management

Docent in several M.Sc., MBA, PhD and DBA programmes

(Management & Economics, Transition Economies and Management, International Trade (WTO))

Prof. Dr. H.-Christian Brauweiler

Westfälische Hochschule Zwickau -University of Applied Sciences, Zwickau, Germany

Professor of Business Administration, especially Accounting and Internal Audit

(Controlling, Internal and External Audit, Accounting, Startup and Innovation Management, Finance)

Dr. Natalja Gurvits

School for Business and Governance, Tallinn University of Technology

Associate Professor of Accounting

(CSR, Accounting Ethics, Accounting and reporting under IFRS)

Dr. Renata Faizova

KAZGUU University

Director of Institute of postgraduate programmes and international affairs

Dr. Olaf Neitzsch

Dr. Olaf Neitzsch Consulting

Managing Director

(Business Strategy, Banking, Automotive Finance (Corporate- & Retail-Finance), Market Entry & Start-up into Emerging Markets, Company- & Bank-Establishment, Business Development, Restructuring, Risk Management & Compliance, HR & Executive Search)

Frederic Menninger

Universität Konstanz, Germany

PhD Candidate in Quantitative Economics and Finance

(Completed: Financial Mathematics (M.Sc.) and Economic Law (LL.M.))

The following panel members assessed the programmes PhD in Management and PhD in Marketing:

Dr. Loretta O'Donnell

Nazarbayev University, Kazakhstan

Vice Provost Academic Affairs

(Leadership, managerial skills, change management, human capital analysis in financial markets, corporate sustainability, experience in MBA programmes)

Prof. Dr. Thomas Burkhardt

University of Koblenz-Landau, Germany

Professor of Finance, Financial Services and Electronic Finance

(Business administration, banking and finance, financing, eFinance, management)

Prof. Dr. Gerd Hofmeister

University of Applied Sciences Erfurt, Germany

Professor of Business Administration with focus on Human Resource Management

((International) business administration, human resource management, human resource development, organisation development, business psychology, industrial and organisational psychology, international management programmes, MBA profile)

Aida Zakirova, PhD

Kazakh National University named after Al-Farabi

Management and Marketing Chair's Associate Professor

(Project management, marketing research, management)

Dr. Terence Alfred Clifford-Amos

International Consultant, United Kingdom

(Consulting, human resources, management, administration)

Sarae El-Mourabit

University of Heidelberg, Germany

Enrolled in Economics (B.Sc., distance learning) at University of Hagen and in Law (State Examination) at University of Heidelberg

Summary

The panels' assessment takes into account the self-assessment and the results of the on-site visit (and the statement of the HEI to the assessment report).

Procedural it should be noted, that in the case of initial accreditation, it means at the initial start of the programme, the doctoral programme has been assessed as a programme which has been already started.

The five doctoral programmes of KIMEP University fulfil with a few exceptions the FIBAA quality requirements for doctoral programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) under conditions. They are in accordance with the National and the European Qualifications Framework in their applicable version valid at the time of opening of the procedure. They have a course structure and have been assigned Kazakh credit points as well as ECTS credit points. The degrees are awarded by KIMEP University.

The two panels identified need for action regarding the course descriptions. Therefore, they recommend the accreditation on condition of meeting the following requirement:

KIMEP University provides

- detailed course descriptions for all courses of the four PhD programmes prior to the PhD programmes' start, and
- the not yet presented (detailed) course descriptions of the DBA programme (see chapter 3.2).

Proof of meeting these requirements is to be supplied by 6 January 2019.

The panels identified development potential for the programme in:

- Scientific Supervision (see chapter 3.4),
- Scientific Qualification of the Teaching Staff (see chapter 4.1),
- Equipment (Literature, Magazines, Databases) for the Library (see chapter 4.4).

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

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

- Internationality of the Teaching Staff (see chapter 4.1),
- Management Support (see chapter 4.3).

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

Institutions Details

Established in 1992, KIMEP University (KIMEP) is an independent, non-profit Higher Education Institution (HEI) in the Republic of Kazakhstan. KIMEP is licensed and has been attested by the Kazakh Ministry of Education and Sciences of the Republic of Kazakhstan as a HEI and is therefore authorised to provide educational services. In January 2012, KIMEP obtained the university status.

KIMEP University currently offers 23 degree programmes for students including 13 undergraduate and 10 graduate level programmes in the fields of business, social sciences, law and languages.

KIMEP also offers an Executive MBA and a Doctorate in Business Administration and the recently received new licenced four PhD programmes in Accounting and Audit, Finance, Management and Marketing at hand. Programmes are offered by the Bang College of Business (BCB), College of Social Sciences (CSS), Law School and Language Centre and are supported by various units on the university level.

Based on 2017 data, there are 2.287 students at KIMEP. KIMEP students (including exchange students) historically represent 51 different ethnicities. Currently, there are 155 faculty members including 112 full-time-faculty members. The overall faculty/student ratio for KIMEP is 18.8 students per faculty. About 65.2% of the university's full-time faculty members hold PhD degrees, and its 11.624 alumni work all over the world.

From a legal viewpoint, KIMEP is a joint-stock company, a non-profit organisation, which offers higher education services (including further education). Although 60% of KIMEP shareholders are private and 40% shares belong to the Kazakh government, KIMEP University does not receive any funding from the government.

Description and appraisal in Detail

1. Goals and Strategy

1.1 Objectives of the Doctoral Programme

KIMEP University is offering its Doctorate in Business Administration since 2012. Just recently the Bang College of Business (BCB) was awarded four additional PhD programme licenses in August 2017 by the Ministry of Education and Sciences of the Republic of Kazakhstan (MES):

- PhD in Accounting and Audit,
- PhD in Finance,
- PhD in Management, and
- PhD in Marketing.

The BCB aims to take this opportunity to move forward its educational model from a “Teaching-oriented” to a “Research-oriented” business school. According to their own goals, BCB aspires to be one of top 100 business schools in Asia by 2020. Hence, as one of its strategies, it focuses on building PhD programmes.

BCB is contemplating to merge the existing DBA programme with the new PhD programmes by fall 2018 to respond to relatively higher demand for PhD degrees compared to DBA degrees. In addition, operating will be more efficient with one type of doctoral programme instead of two ones.

KIMEP University’s main objective of doctoral programmes is to train local faculty and gifted students to engage in research and publication, and to raise the intellectual capacity of local candidates to provide leadership roles in business education and business development in Kazakhstan. Conceptually the doctoral programmes follow the mission and goals the University deems to be crucial. As a result, on completion of the programme the PhD graduates should be capable of:

- making significant intellectual contributions to the body of knowledge in their chosen field;
- applying relevant theoretical knowledge to contemporary business problems;
- applying a range of qualitative and quantitative research methods;
- creating and critical evaluating business research studies;
- demonstrating superior oral and written communication skills;
- gaining high scientific expertise in the respective study area.

Regarding the DBA programme the orientation of the objectives aims more emphasised to the practical use of scientific achievements within the professional field of the respective businesses. Therefore, the concept considers a broader range of courses of specific content of the area of business, while the research-related contents take less space within the curriculum.

Both programme settings go along with a concentrated focus on intense research activities, self-provided by the students.

Appraisal:

The doctoral programmes correspond with the goals of the European and national qualification framework. The doctoral programmes and the pursued qualification and competency

goals are matched with each other. The programmes take into account the students' ability to do independent scientific work and also contain key competences in order to ensure graduate employability inside and outside the research fields (see chapter 1.3).

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1	Objectives of the Doctoral Programme			X		

1.2 Positioning of the Doctoral Programme in the education market

The main competitors of BCB's study programmes are Narxoz University, University of International Business (UIB), as well as Kazakhs National University named after al-Farabi (KAZNU). Facing that competition KIMEP University sees its strengths in the fact that KIMEP is the oldest and the largest North American-styled University in Central Asia that was founded in 1992 as an independent, non-profit educational institution serving a multicultural and multinational student body, situated on a modern campus in the centre of Almaty, the largest city in Kazakhstan. Furthermore, KIMEP offers the programmes in English language, which, is very attractive for students who think of working or researching after their PhD programme in international or foreign companies or higher education institutions.

Kazakhstan's population is predominantly urban, especially for the group aged 10-19, which will expand continuously based on the current trend. Euromonitor predicts that by 2030, the age group of 10 to 19 year old will expand 76% to reach 1.7 million. The population growth in Kazakhstan will be highest in Almaty according to these projections. This demographic composition and trend is considered positively by KIMEP for the recruitment of university-bound students at least for the next ten years. Another aspect is an ongoing trend of migration, which is expected to increase (especially from the Chinese ethnic group). Regarding migration, Almaty as one of the centres of economic activities in the country, is expected to expand. Hence, BCB expects raising opportunities to recruit Kazakh as well as international students from the foreign professionals labor pool residing within the country.

Appraisal:

KIMEP has done some purposeful investigation on the local educational market now and in the future to evaluate the chances of successfully introducing its doctoral programmes. The experts see the positioning of the PhD programmes in the education market with regard to the (at the moment just) described profile and the pursued qualification and competency goals as convincingly presented.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.2	Positioning of the Doctoral Programme in the educational market			X		

1.3 Positioning of the Doctoral Programme in the Job Market for Graduates

Offering undergraduate and graduate programmes in Accounting and Audit, Finance, Management as well as Marketing for several years now, KIMEP draws on a broad professional network in the referring area of business in both the national and an international context. This led to a situation in which both, the cooperating companies and institutions as well as the study programmes mutually cater and challenge each other by integrating the influences and developments, and the professional and scientific needs and claims.

In order to strengthen the foundation of current programmes and to create a place for generation of new knowledge in the local environment, the BCB started the DBA programme in 2006 and starts the PhD programmes in fall 2018. Within the current professional surroundings there is a need for doctoral graduates that are engaging in research and publication, and are ready to provide leadership roles in business education and business development in Kazakhstan. KIMEP states that the recruitment of foreign faculties will be difficult in the future given the rapid increase in the demand for higher education all over the world, in particular in the developing countries. KIMEP therefore expects local candidates to get terminally-qualified teachers and researchers and to lead the local and regional universities and research institutes in future.

According to KIMEP, in addition to higher educational institutes and research organisations, the businesses are also in considerable need for qualified terminal degree holders. The employees from multinational corporations, such as big audit firms, and other large local business organisations, frequently request former KIMEP alumni to continue Doctoral programmes at KIMEP University. The DBA programme with its stronger focus on applied research completes KIMEP's doctoral programme portfolio.

Appraisal:

To the opinion of the panels both the DBA and the PhD programmes are suitably catered to the needs of the professional practical, respectively the educational and scientific job market, which were taken into focus of the study concept.

Therefore, the panels have no doubt that the programmes' graduates can compete successfully on the job market. The demand inside and outside the research field was as well comprehensibly taken into account as the feedback from companies as valuable partners.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.3	Positioning of the Doctoral Programme in the Job Market for Graduates					
1.3.1	in the research fields			X		
1.3.2	outside the research fields			X		

1.4 Positioning of the Doctoral Programme in the Strategic Concept of the Higher Education Institution

The KIMEP Universities' Bang College of Business has grown steadily over the years, and has evolved into a leading business school in the Central Asia and CIS regions. After the successful delivery of bachelor and master programmes, the university recently decided to move forward and aim to become a world-class, research-oriented university. The KIMEP administration identified as a crucial measure to reach this aim, that the existing education model needs to be evolved from "teaching-oriented" to "research-oriented". A respective strategic planning was evolved and adopted by the KIMEP management. The fostering and elaboration of the doctoral programmes is one of the most prominent pillars of this conception.

Appraisal:

Especially considering the own objectives issued by KIMEP regarding the University's future development goals, the expansion of the doctoral programmes appears reasonable.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.4	The Positioning of the Doctoral Programme in the Strategic Concept of the Higher Education Institution			X		

1.5 Gender Equality and Equal Opportunities

KIMEP University is committed to a policy of equal opportunity for learning opportunities to all qualified individuals. The university is also committed to the principles of continuing life-long education. It does not discriminate against any individual or group on the basis of race, ethnicity, nationality, religion, gender, social or sexual orientation, creed, marital status, physical disabilities, remote area location, age and/or any other subjective criteria. KIMEP University seeks to enrol outstanding students who have demonstrated the potential to succeed through leadership and talent as well as having shown evidence of their capability to contribute to the community. The university has created clear and transparent procedures for applying and accepting individuals with a diverse academic history and academic needs: Kazakh and international applicants, undergraduate students (graduates of high schools and vocational professional schools, transfer and reinstated students), graduate students and non-degree students for short and long-term study terms (international summer school, exchange students visiting, continuous non-degree students, adult learners). Any information concerning an applicant's disability provided during the admissions process is voluntary and leads to the specific services once eligibility is proven through professional documentation to KIMEP Medical Centre. It is maintained in accordance with laws relating to confidentiality. No limitations are placed on the number or proportion of persons with disabilities who may be admitted or enrolled. Students with documented disabilities are eligible for early registration times. Furthermore, reasonable academic adjustments and accommodations include (but are not limited to): extended time for testing, alternative testing sites, permission to tape lectures, volunteer readers, scribes for classroom, print materials in alternate format, permission to bring of food and drink into an examination, written instructions for those with a hearing impairment, or enlarged font papers for those with a visual impairment.

Appraisal:

The overall concept of the KIMEP recruitment – be it the recruitment of staff or of students – in principle is led by the aegis of equal opportunities. The panel could convince itself of the composition of the student body as well as of the teaching staff. Both have a reasonable if not more than average proportion of women. The University's regulations concerning admission also provide an appropriate treatment and special consideration of applicants with disabilities or disadvantages to ensure a fair trial within the admissions process. Students with disabilities who are not able to take a specific examination or need other support are offered additional services and are provided with alternative examination forms and support if necessary.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.5	Gender Equality and Equal Opportunities			X		

2. ADMISSION

Admission to the Doctoral Programmes is highly competitive. Admission is granted to candidates deemed most likely to complete and benefit from the programme. The final decision on admission is based on a comprehensive assessment of the applicant's overall qualifications and commitment to the programme. Admission decisions will be made on a rolling basis throughout the year. Therefore, students are highly encouraged to apply early, as the size of each cohort is limited.

Requirements for admission to the Doctoral Programmes include:

- completed application form;
- a master's degree or equivalent from a nationally attested or internationally recognised university (undergraduate and graduate official university transcripts);
- official GMAT score of at least PBT-600 or equivalent / official TOEFL score of at least 600 or equivalent (not more than five years old and must be sent directly from the Educational Testing Service (ETS); Paper Based Test – 600, Computer Based Test – 250, Internet Based Test -100);
- at least three years of experience in a corporate, government, academia or non-profit organisation;
- at least two professional letters of recommendation.
- a typed statement of purpose (500 words or less) that states the applicant's academic and professional interests; how the applicant will benefit from the doctoral Programme professionally and personally; the applicant's strengths and qualities that will enable him/her to complete a rigorous doctoral programme; and the specific reasons for choosing KIMEP;
- a professional resume.

Furthermore, applicants need to attend an admission interview. All applicants who meet the above criteria must be interviewed by Doctoral Programmes Council members (see chapter 4.3) and other faculty members in person or by phone/videoconference. Applicants who have successfully completed the initial interview processes via phone or videoconference are highly encouraged to visit the campus for a face-to-face interview. On-campus interviews afford prospective students the opportunity to meet with faculty and current students.

The final decision on admission is based on a comprehensive assessment of the applicant's overall qualifications and commitment to the programme by the KIMEP Doctoral Council.

Admission requirements for all applicants are recorded in the form of the Admission Policy which is reviewed and issued on annual basis.

Appraisal:

Admission conditions and procedures are properly defined and transparent. According to the fact that all teaching is conducted in English language at KIMEP University the regulations stipulate the sufficient level of language competencies. Academic and research as well as practical experience are considered adequately. The national requirements are appropriately considered.

The selection procedure for the admission of doctoral students is transparently displayed within the overarching information document "Doctoral Programmes Handbook", available for download on the internet. It draws on defined criteria and a proven process, equally practiced for each applicant. Admission decisions are communicated in writing.

By publishing the current KIMEP Handbook each year on its website KIMEP University ensures all students and interested parties to be informed related to all matters concerning the prerequisites, jurisdiction, and processes of the admission. Additionally, information is also available by all other information channels of the University.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
2.	ADMISSION					
2.1	Admission conditions and procedures			X		
2.2	Selection Procedure			X		
2.3	Transparency of the Decision on Admission			X		

3. Implementation

3.1 Structure

The structure of the four PhD programmes is shown in the following table:

Requirements	ECTS
Course Work	30
Core Courses	5
Specialization Courses	25
Pedagogic and Research Internship	20
Experimental Research work Including Dissertation	235
Experimental Research Work	85
Dissertation	150
Final Attestation	25
Doctoral Dissertation Defense	20
Comprehensive Exam	5
Total	310

Each component requires a different set of analytical, writing and research skills that are required for a doctoral degree. Although the coursework is designed to prepare the student for their comprehensive exam and dissertation: successful completion of the coursework does not assure passing the comprehensive examinations, and passing the comprehensive examinations does not assure completing the dissertation. All parts of the doctoral programme must be successfully passed by the students in order to receive the PhD degree.

After completion of all the coursework and the dissertation, the Chair of Doctoral Council convenes the doctoral council. The Doctoral Council has final approval of conferment of the doctoral degree. The minimum requirements for graduation are:

- complete all requirements for the degree within six years for full-time / 8 years part-time (or request an extension from the Doctoral Council; extension can be offered in exceptional cases with strong justification);
- complete all curriculum requirements with a minimum cumulative 3.33 GPA;
- have two research papers published or accepted for publication in a peer review journal;
- write the dissertation;
- pass the comprehensive examination in the field of specialisation;
- successfully defend the dissertation.

The DBA's structure is quite similar, although the weightage of core and specialisation courses on one hand and the research and dissertation components on the other hand are designed with a broader focus regarding content (coursework), while the PhD programmes clearly emphasise the theoretical research. Therefore, the research work has a lesser extend than the newly designed PhD programmes. The study conditions mentioned above are valid for the DBA, too. In total, the DBA programme counts 250 ECTS credit points:

Requirements	ECTS
Course Work	72
Core Courses	36
Specialization Courses	36
Internship	13
Experimental Research work Including Dissertation	140
Experimental Research Work	65
Dissertation	75
Final Attestation	25
DBA Dissertation Defense	20
Comprehensive Exam	5
Total	250

Each doctoral student must be enrolled in the KIMEP DBA/PhD programme for a minimum period of 2 years of residency. Students who begin the programme at KIMEP but take a leave to attend a foreign university as part of an official exchange will have the time at the foreign university counted towards their residency requirement. A student's enrollment in the doctoral programme may be terminated if the student fails to make satisfactory progress toward the degree. Termination from the programme is upon recommendation of the Doctoral Council and subject to final approval by the majority of the Doctoral Council members. If a student's enrollment in the programme is terminated, he or she will be notified in writing, and the reasons for the termination will be clearly explained. Conditions under which the student may be terminated include:

- failure to achieve satisfactory progress in the programme (satisfactory progress includes, but is not limited to, failure to maintain at least a 3.3 cumulative GPA each semester);
- failure to complete all requirements for the degree within six years for full time and eight years for part time students;
- academic dishonesty or unethical behaviour in any course, research or other doctoral activities at KIMEP (students should familiarise themselves with all University and BCB policies and regulations regarding ethical conduct);
- at student's own request.

The following documents contain regulation relevant for the doctoral programmes at hand (amongst others): KIMEP University Charter, KIMEP Catalogue (revised for every academic year), KIMEP Regulation for Admission, Doctoral Programmes Handbook – Guidelines, Policies and Standards, Internship Provisions, and Credit Internship Course Guidelines. For the four PhD programmes in Accounting and Audit, Finance, Management and marketing there are currently existing short descriptions of all courses. The descriptions explain briefly the objectives of the course and give an overview about the course contents.

Appraisal:

The structure of the PhD and the DBA programmes corresponds with the programme's objectives. In the view of the panels the mixture of coursework, internship, research work and final exam/dissertation and the respective credit points are properly arranged. Moreover, the structural requirements of the doctoral programmes are implemented by taking into account the national and higher education specific requirements in a doctoral degree regulation. The legal status of the doctoral students is regulated properly.

Due to the fact that the four PhD programmes in Accounting and Audit, Finance, Management and Marketing have been introduced to KIMEP's portfolio recently the course descriptions are still in an early stage of development. Even if the main components (learning outcomes and contents) are described briefly, both panels see the need for complete and significant descriptions with detailed learning outcomes on the respective PhD level (level 8 in the European system), detailed contents, credit points, information on lecturers, teaching methods, forms of assessment, literature recommendations, – according to the ECTS User's Guide. For the DBA KIMEP significant course descriptions were presented. However, some descriptions were missing.

With its statement on the draft report KIMEP also submitted some more module descriptions. But yet still, the descriptions are not complete. The panel therefore recommends the accreditation under the condition: KIMEP University provides

- detailed course descriptions for all courses of the four PhD programmes prior to the PhD programmes' start, and
- the not yet presented (detailed) course descriptions of the DBA programme.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.1	Structure					
3.1.1	Structural Setup of the Doctoral Programme			X		
3.1.2	Doctoral Degree Regulations			X		
3.1.3	Status of the Doctoral Students			X		
3.1.4	Module Description				Condition	

3.2 Content

The four PhD programmes in Accounting and audit, Finance, Management and Marketing start with the course work:

Course Work	30
Core Courses	5
Specialization Courses	25

One core course (5 ECTS credit points):

Course Code	Course Title	ECTS
BUS6300	Business Research Methods	5

Three specialisation required courses (15 ECTS credit points):

Course Code	Course Title	ECTS
MGT6303	Management and Organization Theory	5

ACC/FIN/MGT/ MKT6400	Modern Research Studies in ACC / FIN / MGT / MKT	5
xxxx		5

The third course can be chosen from all four specialisation areas.

Two courses from the specialisation field (10 ECTS credit points):

Accounting and Audit:

Course Code	Course Title	ECTS
ACC6210	Accounting Research Perspectives	5
ACC6310	Contemporary Accounting Research (Quantitative research methods)	5
ACC6320	Modern Trends in Accounting Research	5
ACC6410	Critique Analysis of Accounting Research (Qualitative research methods)	5
ACC6302	Accounting Related Capital Markets Research	5
ACC6303	Management Accounting Research	5
ACC6304	Judgment and Decision Making in Accounting	5
ACC6306	Auditing	5
ACC6307	Taxation	5

Finance:

Course Code	Course Title	ECTS
FIN6301	Theory of Finance	5
FIN6303	Corporate Finance	5
FIN6304	Financial Markets and Institutions	5
FIN6306	Investment Management	5
FIN6307	Financial Derivatives	5

Management:

Course Code	Course Title	ECTS
MGT6301	Business and Entrepreneurship	5
MGT6302	Organizational Behavior and Leadership Theories	5
MGT6306	Leadership and Corporate Governance	5
MGT6307	Human Resource Management	5
MGT6308	Change and Innovation Management	5

Marketing:

Course Code	Course Title	ECTS
MKT6301	Theory of Marketing	5
MKT6302	Theories of Consumer Behavior	5
MKT6303	Strategic Marketing	5
MKT6304	Strategic Brand Management	5
MKT6306	Integrated Marketing Communication	5
MKT6307	International Marketing	5

The DBA programme is again similar, although considering the different weightage of the components of the curriculum and the stronger focus on a broader content-related overview by emphasising the core courses and the amount of specialisation courses:

Course Work	72
Core Courses	36
Specialization Courses	36

Core courses are:

Course Code	Course Title
BUS6201	Modern Problems of the Economy
BUS6301	Qualitative Research Methods
BUS6302	Quantitative Research Methods
BUS6303	Econometrics
MGT6304	Strategic Management and Competitiveness Analysis
MGT6309	International Business Strategies

Courses required for the specialisation in Accounting:

Course Code	Course Title
ACC6301	Accounting Research
ACC6302	Accounting Related Capital Markets Research (3 credit hours)
ACC6303	Management Accounting Research (3 credit hours)
ACC6304	Judgment and Decision Making in Accounting
ACC6306	Auditing
ACC6307	Taxation

Courses required for the specialisation in Finance:

Course Code	Course Title
FIN6301	Theory of Finance
FIN6302	Research in Finance
FIN6303	Corporate Finance
FIN6304	Financial Markets and Institutions
FIN6307	Investment Management
FIN6308	Financial Derivatives

Courses required for the specialisation in Management:

Course Code	Course Title
MGT6301	Business and Entrepreneurship
MGT6302	Organisational Behavior and Leadership Theories
MGT6306	Leadership and Corporate Governance
MGT6307	Human Resource Management
MGT6308	Change and Innovation Management

Courses required for the specialisation in Marketing:

Course Code	Course Title
MKT6301	Theory of Marketing
MKT6302	Theories of Consumer Behavior
MKT6303	Strategic Marketing
MKT6304	Strategic Brand Management
MKT6306	Integrated Marketing Communication
MKT6307	International Marketing

The coursework is distributed between research methods, major and elective subjects. The research methods requirements consist of coursework in research design and techniques, which will assist the student in developing a research proposal and conduct empirical research. The elective courses provide the breadth necessary to function as a business academic conducting both discipline-based and interdisciplinary research in a context of a business school.

Logically the scope of elective as well as core courses of the DBA programme is vaster to fit the DBA programme's objectives as a more practically oriented programme. The qualification as future researcher is added by a broader professional overview in the sense of applied Business Administration on a higher level.

In all programmes the major courses are designed to provide in depth disciplinary knowledge and understanding, critical for developing the dissertation proposal and conducting dissertation research.

The Professional Internship for doctoral students is held to shape practical skills in scientific and professional operations. Doctoral programmes must include one of the following types of the internship: Pedagogic and research internship or organisational internship. Pedagogic internship can be held during theoretical learning not interrupting student's academic process. In this event PhD students may be required to conduct classes in undergraduate and graduate programmes. The Research Internship of PhD students is aimed at introducing students to the most current theoretical, methodological and technological achievements of domestic and foreign science, application of practical skills, up-to-date scientific research methods, processing and interpretation of experiment data in dissertation research. The organisational internship of PhD students is aimed at developing competent application of theoretical knowledge obtained in course of education, and advance professional level. Content of research/organisational internship is determined by the topic of thesis research.

Experimental research works will include preparing and publishing two research papers:

- one international peer-reviewed conference paper (this course/research work should be completed before registering for comprehensive examination and doctoral dissertation preparation), and
- one internationally recognised journal article published in a journal listed in either SSCI or SCImago index (students should register for this course after passing the qualifying examinations. They should complete this course before the defense of the final dissertation).

The following table demonstrates major required courses as well as specialisation courses for the PhD programmes in Accounting and Auditing, Finance, Management and Marketing:

Courses	Intended Learning Outcomes					
	Applying a range of qualitative and quantitative research methods.	Critically evaluating business research studies.	Applying relevant theoretical knowledge to contemporary business problems.	Making significant intellectual contributions to the body of knowledge in their chosen field.	Gain expertise in respective areas such as management, finance and accounting	Demonstrating superior oral and written communication skills.
Business Research Methods	✓	✓				✓
Management and Organization Theory	✓		✓	✓		
Modern Research Methods in Accounting / Finance			✓		✓	✓
Theory of Accounting / Finance				✓	✓	
Modern Research Methods in Management/Marketing			✓		✓	✓
Theory of Management/Marketing				✓	✓	
Business and Entrepreneurship				✓	✓	
Strategic Marketing		✓	✓		✓	

Completion of courses from different subject areas as well as participation in internship and experimental research work improve students' understanding of theoretical and practical knowledge and ability to understand research questions from multidisciplinary perspectives. Inclusion of courses from different subject areas are considered as "value-added" and contributing to studying the problems from different angles and bridging the gaps between subjects and functional areas to get a better picture of businesses and economies. Additionally, public defense of the doctoral dissertation improves students' ability to present their research work to academic audience and general public.

Appraisal:

The concept of the doctoral programmes regarding the contents and the concrete implementation of the learning objectives are matched with each other. The competency concerning enhanced participation in research is the main issue of the implementation. The teaching presents the current status of scientific knowledge in accordance with objectives and it takes into account associated relevant research. The course work, the internship and the high amount of research activities are aimed at qualification and competency development. Overall, the curricula parts are plausibly linked with each other. The goals of a doctoral degree according to the national qualification framework are fulfilled.

Regarding the research activities, KIMEP University covers the relevant requirements of business research to achieve the pursued research competency of the doctoral students. It corresponds with the focus of research of the scientists and doctoral students involved in the programme. Multidisciplinary qualifications in the doctoral programmes are communicated

appropriately. The doctoral students can discuss the knowledge gained in the specialised fields with their colleagues at KIMEP and in conferences, to present it in front of an academic audience and to communicate it to laymen.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.2	Content					
3.2.1	Logic and Conceptual Consistency			X		
3.2.2	Science and Research Based Teaching			X		
3.2.3	Focus of the Curriculum on Qualification and Competency Development			X		
3.2.4	Technical Offers			X		
3.2.5	Multidisciplinary Qualifications			X		

3.3 Examination Procedures

Based on the requirement of the Ministry of Education and Science of the Republic of Kazakhstan the coursework assessments are divided into 3 parts: 2 assessments/examinations which constitute 60% of the total points and the final assessments/examinations (40%). The university allows sufficient flexibility to faculty members to devise their own assessment systems (with only a few general overarching guidelines). Assessments could be written examinations, class tests, presentations, written projects, assignments, for the purpose of evaluations. The university uses a letter grading system A, B, C, D, F. Letter grades are further differentiated with “+” for the top of the grade range or “-” for the bottom of the grade range. Based on the grades assigned, a grade point average is calculated and recorded on the student’s transcript. Example for continuous assessment in a KIMEP course:

Course assessment	Evaluation
Two mid-term exams	20%
Case Presentation 1	15%
Case Presentation 2	15%
Attendance and Participation	10%
Final Exam/Assessment	40%
Total Mark for the module	100%

Overall, a student must maintain a cumulative 3.33 GPA throughout the programme. If a grade of “C+” or lower is received, the student should repeat the course. More than one re-take should acquire an approval from the Council. When the GPA is calculated, the grade for the repeated course will substitute for the original grade. Grades of “I” turn to “F” if work is not completed by the 7th week of the following semester. A student who obtains GPA below a 3.33 is placed on academic probation. A student on academic probation who fails to obtain a cumulative 3.33 GPA the following semester will be suspended from the programme. The Doctoral Council may allow the student, under special circumstances, one additional semester to improve his/her GPA.

Before admission to candidacy, a doctoral student must pass a comprehensive examination in the field of his/her specialisation. The Comprehensive degree is a written examination, which consists of at least 3 questions, but no more than 5, with equal weight and representing different subareas within the specialisation as covered in the coursework. Questions must be related to topics provided to the student before the examination. The duration of the examination will be from 3 to 5 hours (with a break, if the duration of the examination is longer than 3 hours). A student's performance on the examination will be graded as either satisfactory or unsatisfactory based on the following criteria and scoring mechanism:

- theoretical foundation,
- empirical evidence,
- practical application,
- critical thinking, and
- analytical reasoning.

If the written exam is considered satisfactory an oral examination follows. Questions on the oral examination will be drawn from the same list of topics as on the written examination.

If a student is considered to have completed successfully the comprehensive exam he/she is assigned the status of ABD (All But Dissertation). If the oral examination is considered unsatisfactory, the examination may be attempted once more after a period of time determined by the Doctoral Programmes Council.

The dissertation is both a demonstration of the doctoral candidate's research proficiency and his/her original contribution to knowledge. It is a comprehensive research project that addresses an original research question through the design and execution of a study. All doctoral programmes students must develop a dissertation where students must clearly demonstrate that they have acquired the skills and competencies to produce high quality research. Each student will prepare a formal, written dissertation proposal, which will be evaluated in terms of problem significance, suitability of theories being applied, research design and expected data collection and analysis.

Appraisal:

The examinations are composed in such a manner that the achieved qualifications and competencies can be determined and assessed. The panels assess the organisation of coursework as a prerequisite for the comprehensive examination and the comprehensive examination as the prerequisite of the dissertation as reasonable. The levels of performance in examinations are aligned with the learning outcomes of the courses. The dissertations shall check on the systematic understanding of the research discipline and the control of the research methods by the doctoral student.

Due to the fact that the PhD programmes have not started yet, the experts of Cluster 1 were given examples of dissertations from different specialisations of the DBA programme. The panel deemed these dissertations to be fitting the requirements of research competencies at the respective doctoral level. Considering the fact that the PhD programmes are designed with a highly expanded scope of research shares the panel is convinced that the level of dissertations in these programmes will fit the requirements as well.

Alltogether, the examinations are properly organised in terms of number, distribution, process, form registration e. The disadvantage compensation is regulated (see chapter 1.5).

Quality Ratings

Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
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3.	PROGRAMME DESIGN					
3.3	Examination Procedures					
3.3.1	Examinations			X		
3.3.2	Organisation of the Examination Procedure			X		

3.4 Didactic Concept

As it is recommended by the agenda of the European Standards and Guidelines, teaching at KIMEP University is not intended to focus from the teacher's point of view but from the learner's viewpoint. This is especially true for the doctoral programmes at KIMEP University. In the six courses (12 for the DBA) of the programmes numerous journal article reviews are used to improve students' theoretical knowledge and research implications as well as critical thinking of different subject areas with varied methodological approaches. Moreover, faculty members of the doctoral programmes employ a variety of teaching methods such as project work (team and individual), class discussions, self-study reading, chapter reviews, different tests and examinations, class and home assignments on verbal presentations. KIMEP states, that using a diverse range of teaching methods helps the learners to meet their needs by developing and improving communication, critical thinking, analytical, synthesising skills, knowledge, behaviour, and values.

To ensure sustainable progress in the programmes, a doctoral adviser should be assigned to each doctoral student at the beginning of his or her first year in the programme. The advisor works with the doctoral student to design a degree plan that best meets student's needs according to his/her background and goals. Because everyone's each individual's background and goals is unique, the degree plans regarding the research activities vary from student to student. Completed degree plans should be submitted to the Doctoral Council for approval by the end of the student's first year in the doctoral programme.

Office hours and appointments with their lecturers and supervisors are the other way of developing students' academic and personal skills via advising, consulting, and directing the learners on the issues they arouse. From this it could be concluded that in overall teaching methodology utilised during the courses, KIMEP assists the students to obtain sound knowledge, skills and experience in their chosen areas of study.

Doctoral students are expected to present and discuss their research work and findings, knowledge and outcomes with their colleagues and an academic audience via various research and academic conferences. Therefore, KIMEP University pays great attention on the development of partnerships with international universities, including opportunities for academic mobility, experience sharing, joint research projects and attending conferences to provide net-working opportunities to doctoral students. For the last 14 years, KIMEP regularly organised the annual KIMEP International Research Conference (KIRC) in which doctoral students are strongly recommended to present their research papers. Doctoral students avail this opportunity to develop their professional networks with KIRC participants from all around the world.

Upon completion of the comprehensive examination or during the student's last semester of coursework, a five-person Doctoral Dissertation Committee (the Committee) is constituted. Students should seek a dissertation chair that is most compatible with their research ideas and interests. The Chair of the Committee is appointed by the Doctoral Council after taking

into account the candidate's recommendation. In consultation with the chair, students must identify other faculty members to serve on their committee. Students should first develop their research idea with their chair and then present the idea to prospective faculty members for refinement. The Committee must consist of five members of which at least one, and no more than two, may be outside member(s). Selecting dissertation committee members is an iterative process that helps students identifying appropriate committee members with relevant theoretical and methodological expertise. The Committee Chair is responsible for approving the remaining members of the Committee. A brief resume must be provided for any committee member who is not a member of the KIMEP faculty. All members of the Dissertation Committee must be approved by Doctoral Council. Finally, the Committee is responsible for the student's oral defense of his/her dissertation.

Appraisal:

The didactical concept of the doctoral programmes is developed in accordance with the respective programmes' objectives. The mandatory/elective courses and the research activities are particularly aimed at enabling doctoral students to be able to carry out critical analyses and research regarding the students' individual and complex research ideas. Applying a mix of methods - irrespective of the teaching objectives and curricular requirements - the courses are executed according to the didactic concept.

In accordance with the objectives, the programmes promote the exchange of experiences and research results among the doctoral students and with students and researchers from other universities it contributes towards the broadening of the research based knowledge. Being allocated to a supervisor and with the responsibility of arranging an adequate Doctoral dissertation Committee a continual and intensive professional, methodological and scientific supervision of the doctoral students is conceptually ensured. Based on DBA students' feedback the panel got the impression that in some cases a doctoral supervisor could become determined at an earlier state before starting the DBA programme. The panels therefore suggest to possibly observe this issue in the future.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.4	Didactic Concept					
3.4.1	Logic and Comprehensibility of the Didactic Concept			X		
3.4.2	Diversity of the Teaching Methods			X		
3.4.3	Networking of the Doctoral Students			X		
3.4.4	Scientific Supervision			X		

3.5 Professional Competencies/Employability

Students come to the DBA/PhD programmes as Master graduates and often have a certain practical experience from work. To study a doctoral programme gives the students the possibility to specialise in a specific area of business and to gain further insight according to their individual interests.

The doctoral programme students undertake course work, research internships and dissertation to graduate from the programmes. By completing these components, students gain professional competencies to work in both academia and in industry. The programmes is designed to broaden the horizons of students by offering advanced knowledge that can be applied to all kinds of situations while also supporting personal and leadership development. Recognising the diversity of student goals, BCB also invests in a range of voluntary career development activities including Leadership Development Programme-seminars or one-on-one coaching by Faculty members and the KIMEP Career Centre administrators on career issues. Aim of such activities of KIMEP University is to help its doctoral students to make significant career choices, find a job or get a promotion.

Appraisal:

The doctoral programmes of KIMEP University are intended to convey the doctoral students with professional qualification in the scientific and research oriented fields of business. In doing so, the professional qualification is aimed both at a research oriented activity (e.g. allowing teaching) as well as a practical vocational activity.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.5	Professional Competencies / Employability			X		

4. Scientific Environment and Framework conditions

4.1 Teaching Staff

Bang College of Business faculty composition:

Core faculty	
Number of academic staff members	37
Number of staff members by academic rank (e.g. full professors, associate professors, etc.):	
Full professors	4
Associate professors	9
Assistant professors	18
Other	8
Full-time equivalent (FTE)	34
% of female core faculty	49%
% holding a doctoral degree	81%
Number of different nationalities	6
% of core faculty with foreign professional or study experience	73%
Ratio FTE students / FTE core faculty	39 (1341/34)
Number of core faculty hired (FTE) in last 3 years	13
Adjunct faculty	
Number of core faculty departed (FTE) in last 3 years	23
Total number of adjunct faculty	16
Full-time equivalent	7
Teaching and research assistants - on short-term contracts	50 (Spring 2018)

KIMEP states that the current core BCB faculty are internationally well qualified, very experienced in teaching, and widely published. Such few faculty members without a doctoral degree are either professionally qualified. To ensure that they remain intellectually active, faculty

members are strongly encouraged to continue conducting and publishing research; supported by institutional conference attendance and other research funding. They are also given the possibility of research-based teaching remission, including further doctoral (DBA/PhD) research. Research and teaching enhancement support is provided by the BCB. Faculty members are required to teach normally four courses during a semester of fall and spring (summer teaching is voluntary). This is valid for all instructors with or without doctoral degree. More research oriented faculty are asked to teach only three courses during a semester.

According to KIMEP all faculty members teach courses related to their academic background and thematically or technically linked to their research interest. Among the full-time faculty members there are lecturers that gained professional experience in the respective field besides their academic and scientific knowledge. Further professional experience is brought in by the adjunct part-time lectures that in certain cases come directly from the professional field.

Recruitment of the faculty members follows the KIMEP Employment Guidelines and the Faculty Code of Practice. KIMEP states that the College of Social Science monitors the academic requirements of the teaching faculty concerning the compliance with respective requirements including pedagogy and teaching activities. According to KIMEP the overall policy is in compliance with the Order No. 635 of the Ministry of Education and Science of Republic of Kazakhstan as of 14.12.2007 on "Regulations of Competitive Hiring and Selection of Faculty and Researchers in the Institutions of Higher Education". The academic qualifications of the teachers selected to deliver classes are aligned with academic requirements. For teaching at the undergraduate level, a Master's degree is required; for teaching on the graduate programme a doctoral degree is necessary.

KIMEP states that the newly established Centre for Educational Excellence (CEE) offers workshops and courses for the teaching staff. These courses cover topics such as course design, student-centred instruction techniques, providing effective feedback, and conducting course evaluation.

For the academic year 2017/18 the Bang College of Business will have 36 full-time faculty members of which 12 (33.3%) are from foreign countries. There are 5 countries represented with the US (8.3%) and South Korea (16.6%) being the two leading sources. There are 12 foreign faculty members and all hold terminal degrees. The full-time faculty is supported by a contingent of local adjuncts, many of whom are professionally qualified. Many of the Kazakh faculty members have obtained or are pursuing education in reputed universities of foreign countries, mostly the UK, Europe, the US and Australia.

At department level the involved faculty members meet regularly during the study year. Participants in these meetings are full-time faculty, staff and student representatives. The purpose of these meetings is to address any issues requiring collaboration among faculty. In addition, full-time department members participate in regular meetings of the Quality Assurance Committee where they systematically review course delivery.

According to KIMEP, student learning support and coaching are integral parts of the services provided by the university faculty members and are offered on a regular basis according to the course descriptions. Where necessary, the students are given full support with academic and related issues. The students are provided with support on skills development and activities aimed at the students' individual and team success regarding the learning process. Faculty members offer at least two office hours for every course they teach and are contactable outside their office hours by e-mail and in person. Office hours are published in the course descriptions and displayed at the office doors.

Appraisal:

The range of the teaching body appointed for lecturing and supervising within the doctorate programmes is deemed sufficient by the panels to ensure the current or currently expected sizes of the programmes. Qualifications and competencies of staff are rated well to meet the requirements for good teaching. Based on information and the CVs of the lecturers involved in the DBA/PhD programmes the panel came to the conclusion that the lecturers' research activities correspond with the requirements.

Besides this, the experts point out, that the number of full professors and assistant professors is quite a low in relation to the aim of ensuring an adequate supervision for a broad variety of research aspects in the future. The number of PhD degree holders among the respective staff should be expanded, so the recommendation of the panels. Until this can be finalised the University should consider setting up an adequate network of outside advisers, to ensure adequate supervision for a broad variety of research aspects.

The academic qualification and the pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the doctoral study programmes. Specific measures for the further qualification of the faculty members are implemented. The Centre for Educational Excellence (CEE) offers a wide range of workshops that cover various topics.

With international lecturers being present in the programme management and the regular teaching staff, the overall composition of the faculty is very international. According to the panels the international experiences and backgrounds of the lecturers help to further strengthen intercultural competencies of the students. The faculty's CV's show a notable range of programme-content relevant international research experiences among the lecturers.

The faculty members cooperate with each other for the purpose of tuning the courses towards the overall qualification objectives. Regular meetings of all those teaching in the programmes take place.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.1	Teaching Staff					
4.1.1	Structure and Number of Teaching Staff			X		
4.1.2	Scientific Qualification of the Teaching Staff			X		
4.1.3	Pedagogical Qualification of the Teaching Staff			X		
4.1.4	Internationality of the Teaching Staff		X			
4.1.5	Internal Cooperation within the Faculty			X		

4.2 Cooperation and Partnership

The university has established partnerships with more than 160 universities in North America, Europe and East Asia, which offer besides exchange possibilities, joint forums and research opportunities. Around 25% of KIMEP students complete a portion of their studies at international partner universities. A total of 337 international students from 30 countries studied and contributed to the social and academic life on campus in 2016/17. PhD students are expected to present and discuss their research work and findings, knowledge and outcomes with their colleagues and an academic audience via various research and academic conferences. As mentioned before, KIMEP uses its partner network for the annually organised KIMEP International Research Conference (KIRC) in which doctoral students are strongly recommended to present their research papers.

Appraisal:

The scope and nature of cooperation with HEI/networks relevant for the programmes are plausibly presented. Lists and information on the partners was provided to the panel. The cooperation is actively pursued and has a clear impact on the students' studies (exchange research possibilities, conferences) and contribute to the development of the students' qualification and skills. The scientific networking has a recognisable benefit for doctoral students.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.2	Cooperation and Partnership					
4.2.1	Scientific Integration of the Doctoral Students			X		
4.2.2	Networking the Scientists			X		

4.3 Programme Management

The Doctoral Programmes Council is the policy body for the doctoral programmes in BCB. The council is responsible for setting curriculum requirements, admissions standards and monitors compliance with established degree standards. The Doctoral Programmes Council's policies are subject to approval from the KIMEP Doctoral Committee. The Doctoral Programmes Council should include:

- Chair for Doctoral Programmes (Chair),
- highest ranking academic representatives of Accounting, Finance, Management, Marketing, and
- a doctoral programmes student representative.

The KIMEP Doctoral Committee oversees all doctoral programmes at KIMEP and sets the overall guidelines. It consists of:

- the Vice President for Academic Affairs (Chair),
- full Professors from BCB,
- Deans of KIMEP Schools/Colleges, and
- the Chair for Doctoral Programmes.

The Graduate Programme Office provides the general management by tracking the implementation of the programmes in compliance with approved plans. Teaching faculty and students are integrated into the learning process as this is reasonable and their interests are concerned.

Intensive cooperation between all programme managers is required in terms of decision-making on the academic level. The students evaluate the quality of the management and administration after the completion of every course. Programme management reacts in order to find a reasonable solution and takes into account their proposals and complaints (see chapter 5). Students are well informed about the programme organisation, schedule, course requirements and expectations, and other necessary details.

All programme descriptions and curricula including course description, learning strategy and methodology and other relevant documents about the programmes are communicated to the newly admitted students during the induction session, and are alternatively available for the programmes' applicants through various channels including the university's DBA/PhD Handbook, programme brochures, and leaflets. Some documents are accessible on the university's webpage in electronic format. The information is also available upon request through the offices of the respective programmes.

The Marketing, Communications and Public Relations (MCPR) department is responsible for the internal and external dissemination of KIMEP-related information and news. Internally, the MCPR regularly informs students, faculty, and staff of upcoming events, undergraduate, graduate, and doctor degree programmes, student services, publications, and accomplishments of KIMEP community members. Externally, the MCPR department shares information regarding admissions, scholarships, academic programmes, athletic and intellectual competitions for school students, events open to the greater community, and institutional accomplishments.

Appraisal:

Through discussions with the chairs of the departments and the Dean of the college, the panels formed the view that the study programmes are properly organised and the overall programme organisation ensures that the programmes run smoothly. Faculty members and students are supported by the administration in the organisation of the study programmes. Sufficient administrative staff is available. Management support concerning the allocation of tasks and persons are transparent and efficiently guaranteed both qualitatively and quantitatively.

The next source of information about the programmes is the catalogue of the university, which can be downloaded or found printed. The handbook collects information about all the regulations and programmes of the university.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.3	Programm Management					
4.3.1	Structural Organisation			X		
4.3.2	Management Support		X			
4.3.3	Documentation of the Doctoral Programme			X		

4.4 Material Resources

The total area available in KIMEP University is 6,383 square meters. The total number of classroom seats available is 3,701.

The computer and related hardware and facilities at KIMEP University include:

1,334 computers;

493 printers;

29 scanners;

22 web-cameras;

91 LCD-projectors;

interactive boards;

21 servers; and

17 computer laboratories, all of which are connected to LAN and the Internet.

The current student to computer ratio is 7 to 1.

Seventy-three classrooms are equipped with LCD-projectors, LCD-panels, interactive boards and computers, which allow multimedia presentations and access to file servers, electronic materials, and the Internet during lectures. A number of conference halls, such as the Great Hall and the High-Tech Conference Hall, are equipped with all necessary hardware to run multimedia presentations for groups of varying size. There are also 20 study rooms available with wireless Internet access.

The Bang College of Business has access to any of the rooms and halls in all four main buildings of KIMEP. Thanks to IT system any faculty member can reserve a certain room for any type of activities. The seminar rooms are used for courses with small student groups while the size of the lecture halls varies and affords courses with 150 students. Computer labs are a useful addition to the learning environment.

The University is accessible 24/7 for students and faculty. This includes access to the halls and laboratories.

Each faculty member has his own office equipped with a PC, printer and other equipment.

The buildings of KIMEP University are partly barrier-free. KIMEP is currently renovating some of its buildings and thereby taking into account the barrier-free access to the facilities. Some of the buildings that are used by Bang College of Business are equipped with elevators and provide a barrier-free access

The Olivier Giscard d'Estaing Library (OGEL) has approximately 100,000 volumes and electronic access to over 1 million journal and newspaper articles. In the academic year 2005/06, KIMEP University renovated a campus building to expand its library services. The updated library facility serves up to 400 students simultaneously. There are public reading areas for the library's circulating collection and sections for reference, periodicals and reserves materials.

Available electronic resources include Paragraph, JSTOR, ProQuest Business, SAGE, Econlit, Westlaw, Ebrary, and others.

Regular OGEL service hours during semesters are seven days a week: from Monday to Friday 8:30-24:00; on Saturday: 10:00-19:00; on Sunday: 10:00-18:00. The library is committed to help all students of the programmes who are using, researching and evaluating the existing information resources. Wireless Internet access is provided for students throughout the Library building.

Appraisal:

The experts are convinced that the standards required for the programmes are met by the number and size of the teaching rooms, even taking into account the resource needs of other study programmes. Most of the rooms at the university are equipped for disabled students and give them barrier-free access. The courses where disabled students are participating are planned in barrier-free rooms. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The panel considers that the opening hours of the library are enough to meet the students' needs. An adequate access to literature and journals is ensured. Nonetheless, the experts recommend enhancing the amount of electronic journals. Furthermore, students and faculty have only access to digital media (e.g. electronic media, databases) from the campus itself. Therefore, the experts recommend expanding the access with an online external access to the digital resources, in order to improve the access to literature, especially for students who work and study at the same time.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.4	Material Resources					
4.4.1	Quality of the Classrooms and Working Places			X		
4.4.2	Equipment (Literature, Magazines, Databases) for the Library			X		

4.5 Finance Planning and Financing

All programmes are part of the KIMEP central accounting. Forecast for each programme is based on certain assumptions and includes increase of students in the next academic year.

Figures are calculated on the basis of the fees multiplied by the number of admitted students. These calculations for the years 2012-2017 are valid; while the forecasts for 2017-2018 are based on the expected number of applicants.

Financial sustainability of all programmes is included in the KIMEP Strategic Plan for 2017-2022, which considers the entire accreditation period.

The post-graduate programmes costs 95,100.00 (~237 euro) per Kazakh credit for citizens of Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, Tajikistan, and Russian Federation and 121,400.00 Tenge (~303 euro) per Kazakh credit point for citizens of other countries. For the DBA 60 and for the PhD programmes 75 Kazakh credit points need to be paid.

Appraisal:

The experts conclude that within the limits of a review process and with regard to the financial stability of the HEI in recent years, the financial stability is ensured for the current programme cycle and the entire accreditation period, so that students will definitely be able to complete their studies.

As the internship is credited and credit points need to be paid for, the consequence for students is that they have to pay money for doing unpaid work during their internships. In the view of the panel KIMEP University should reconsider this unusual situation.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.5	Finance Planning and Financing					
4.5.1	Finance Planning and Financing of the Doctoral Programme			X		
4.5.2	Financial Support and Scholarship Programmes			X		

5. QUALITY ASSURANCE

KIMEP has established a framework for quality assurance that works on the institutional, departmental, and programme level of quality assurance. This framework is embedded in each college and in every department.

Each college or academic division is responsible to create its own continuous quality improvement process to include annual and cyclical programme reviews. Annual programme reviews are limited in scope to particular programme learning outcomes, but also include overviews of curricula, faculty, finances, student learning, and programme effectiveness. Full programme reviews take place every 3-5 years and incorporate thorough assessments of the same information in addition to an overview of all programme learning outcomes and student learning assessments.

Information from both annual and cyclical reports is used to make revisions to the curricula and programme effectiveness, and to determine market needs, student interests, value added, and financial impact. Both types of programme review are completed in the fall semester following the academic year in which data was collected and analysed. After completion, programme reviews are sent to the Vice President of Academic Affairs, the Curriculum Review Committee, the department of Quality Assurance and Institutional Research, and the Admission and Scholarship Standing Subcommittee for review and feedback. In instances of

major issues or revisions, programme reviews are presented to the Academic Council and the President's Cabinet.

The Office of Quality Assurance and Institutional Research (QAIR) is responsible for collaboration between the different units at KIMEP University – executive, management, departmental, and programmatic – in order to implement quality assurance systems which promote integrity and effectiveness across the university. The primary roles of the office are as follows:

- Develop and implement quality-assurance systems and procedures across the full range of KIMEP's activities;
- Monitor the implementation of quality-assurance procedures and processes institution-wide;
- Undertake reviews and audits as necessary to safeguard the integrity and quality of the institution's activities;
- Provide the information and analysis necessary to support decision-making at the institutional level and within colleges/divisions;
- Advise the institution on quality implications of proposals, policies and strategic plans.

QAIR conducts assessments/evaluations by students every semester, as well as annual alumni surveys regarding employment and overall satisfaction with the quality of KIMEP's education. QAIR also acts as a liaison between state bodies, HEI, and both national and international organisations to share best practices and develop strategies for the benefit of the community as a whole. Additionally, they carry out various studies upon request that investigate particular quality aspects in individual programmes or separate areas of the university's performance.

The Faculty Teaching Evaluation Survey (FTES) is an important part of the general formal faculty evaluation process and is mandatory for each course taught at the bachelor and master programmes as it allows the institution to retrieve valuable student insight regarding their perceptions of the instructional effectiveness, quality of teaching, and their learning experience. To ensure objectivity, students fill in the FTES forms before the examination period starts, and the survey is anonymous. Feedback to faculty members is provided on the basis of each course and in aggregated format on a semester level.

The Faculty Satisfaction Surveys measure the level of faculty satisfaction pertaining to working conditions, professional development and leadership at KIMEP University to further develop the university's status as an employer and academic institution. The survey has been conducted every spring semester since the 2005-06 on an anonymous and voluntary basis. All faculty members are invited to take part in the survey. Survey results are presented to senior management and faculty community in the form of a report that highlights both strong and weak aspects of KIMEP's working conditions and compares overall satisfaction with data from previous periods.

The KIMEP Alumni Survey (KAS) aims to assure the quality of professional preparation of graduates by collecting their feedback about working experience, job performance and level of satisfaction with the quality of KIMEP education, which allows the institution to identify areas for improvement. The survey has been conducted each summer since 2005 via e-mail and phone interviews with graduates of previous years. The survey results are reported to the senior management and shared with KIMEP faculty and students.

The Employer Satisfaction Survey (ESS) seeks the opinions of employers on levels of KIMEP graduates' professional preparedness in terms of knowledge, skills, and attitudes. The survey has been conducted every fourth year since 2007 through different channels: e-mail, fax, post and visits. These survey results illustrate employers' perception of KIMEP

graduates' professional quality and help to determine ways to further improvement academic programmes.

Appraisal:

Both panels' members consider that KIMEP has formulated suitable quality goals for the development of programmes and regularly assesses their implementation. The Office of Quality Assurance, which is in charge of the quality assurance system, is responsible also for the collaboration between the different members and units of the university. The quality assurance system is designed comprehensively so that continuous quality improvement of the institution can be achieved.

Faculty members and students are involved to plan and assess the quality assurance and development procedures. Through the Faculty Teaching Evaluation Survey students have the opportunity to evaluate the courses. The evaluation is carried out on a regular basis and in accordance with a prescribed procedure. The university conducts the survey online using a questionnaire to check among others if the estimated workload was manageable. The outcomes are communicated to the students through the student portal.

Quality control by the faculty is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process. Additionally using the Faculty Satisfaction Surveys the university measures the level of faculty satisfaction with the aim of improving its status as employer and as an academic institution.

Alumni, employers and organisations are also involved in the quality system as well. Information about the programmes can be found on the website, which is in English, Russian and Kazakh.

Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
5.	QUALITY ASSURANCE					
5.1	Quality Assurance in terms of Contents, Processes and Results			X		
5.2	Inclusion of Quality Assurance in a Superordinate Quality Concept			X		
5.3	Evaluation by Doctoral Students			X		
5.4	Evaluation by Supervisors			X		
5.5	Evaluation by Third Parties (Graduates, external Peers, Stakeholders)			X		

Quality Profile

Institution: KIMEP University

Doctoral programmes: Doctorate in Business Administration, PhD in Accounting and Audit, PhD in Finance, PhD in Management, PhD in Marketing



Quality Ratings		Excellent	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1	Objectives of the Doctoral Programme			X		
1.2	Positioning of the Doctoral Programme in the education market			X		
1.3	Positioning of the Doctoral Programme in the Job Market for Graduates					
1.3.1	In the research fields			X		
1.3.2	Outside the research fields			X		
1.4	The positioning of the Doctoral Programme in the Strategic Concept of the Higher Education Institution			X		
1.5	Gender Equality and Equal Opportunities			X		
2.	ADMISSION					
2.1	Admission conditions and procedures			X		
2.2	Selection procedure			X		
2.3	Transparency of the Decision on Admission			X		
3.	IMPLEMENTATION					
3.1	Structure					
3.1.1	Structural Setup of the Doctoral Programme			X		
3.1.2	Doctoral Degree Regulation			X		
3.1.3	Status of the Doctoral Students			X		
3.1.4	Module Description				Condition	
3.2	Contents					

3.2.1	Logic and Conceptual Consistency			X		
3.2.2	Science and Research Based Teaching			X		
3.2.3	Focus of the Curriculum on Qualification and Competency Development			X		
3.2.4	Technical Offers			X		
3.2.5	Multidisciplinary Qualifications			X		
3.3	Examination Procedures					
3.3.1	Examination			X		
3.3.2	Organisation of the Examination Procedure			X		
3.4	Didactic Concept					
3.4.1	Logic and Comprehensibility of the Didactic Concept			X		
3.4.2	Diversity of the Teaching Methods			X		
3.4.3	Networking of the Doctoral Students			X		
3.4.4	Scientific Supervision			X		

3.5	Professional Competencies/Employability			X		
4.	SCIENTIFIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.1	Teaching Staff					
4.1.1	Structure and Number of Teaching Staff			X		
4.1.2	Scientific Qualification of the Teaching Staff			X		
4.1.3	Pedagogical Qualification of the Teaching Staff			X		
4.1.4	Internationality of the Teaching Staff		X			
4.1.5	Internal Cooperation within the Faculty			X		
4.2	Cooperation and Partnership					
4.2.1	Scientific Integration of the Doctoral Students			X		
4.2.2	Networking the Scientists			X		
4.3	Programme Management					
4.3.1	Structural Organisation			X		

4.3.2	Management Support		X			
4.3.3	Documentation of the Doctoral Programme			X		
4.4	Material Resources					
4.4.1	Quality of the Classrooms and Working Places			X		
4.4.2	Equipment (Literature, Magazines, Databases) for the Library			X		
4.5	Finance Planning and Financing					
4.5.1	Finance Planning and Financing of the Doctoral Programme			X		
4.5.2	Financial Support and Scholarship Programmes			X		
5.	QUALITY ASSURANCE					
5.1	Quality Assurance in terms of Contents, Processes and Results			X		
5.2	Inclusion of Quality Assurance in a Superordinate Quality Concept			X		
5.3	Evaluation by Doctoral Students			X		
5.4	Evaluation by Supervisors			X		
5.5	Evaluation by Third Parties (Graduates, external Peers, Stakeholders)			X		