

Beschluss der FIBAA- Akkreditierungskommission für Programme



83. Sitzung am 27./28. September 2012

11/079

**Ukrainian-American Liberal Arts Institute
“Wisconsin International University (USA) Ukraine”
Business Administration (MBA)**

Die FIBAA-Akkreditierungskommission für Programme beschließt im Auftrag der Stiftung zur Akkreditierung von Studiengängen in Deutschland wie folgt:

Der Studiengang Business Administration (MBA) wird gemäß § 2 Abs. 4 i. V. m. § 2 Abs. 8 der Allgemeinen Geschäftsbedingungen in der jeweils zum Vertragsschluss geltenden Fassung unter sieben Auflagen für fünf Jahre akkreditiert.
Das Qualitätssiegel der FIBAA wird verliehen.

Akkreditierungszeitraum: 27. September 2012 bis Ende Sommersemester 2018

Auflagen:

- 1) Clear, reliable and adequate criteria for the entrance in higher levels are to be assigned (see chapter 2.1).

Die Auflage ist erfüllt.

Die FIBAA-Akkreditierungskommission am 11. Juli 2014.

- 2) A minimum of two years of professional experience instead of six months has to be proved by students within the admission procedure (see chapter 2.3).

Die Auflage ist erfüllt.

Die FIBAA-Akkreditierungskommission am 26./27. September 2013.

- 3) The ECTS system and its elements are to be used continuously and not only on demand (see chapter 3.1).

Die Auflage ist erfüllt.

Die FIBAA-Akkreditierungskommission am 26./27. September 2013.

- 4) Module descriptions are to be revised according to the checklist for the Course Catalogue in the ECTS Users' Guide (see chapter 3.1)

Die Auflage ist erfüllt.

Die FIBAA-Akkreditierungskommission am 26./27. September 2013.

- 5) The number and frequency of the assessments is to be reduced (see chapter 3.1).

Die Auflage ist erfüllt.

Die FIBAA-Akkreditierungskommission am 26./27. September 2013.

- 6) Clear, transparent and reliable rules of credit transfer from other programmes in conformity with the Lisbon Convention are to be implemented (see chapter 3.1).

Die Auflage ist erfüllt.

Die FIBAA-Akkreditierungskommission am 11. Juli 2014.

- 7) A clear evaluation procedure for decision making, taking into account all relevant groups and areas for a high-quality development of programmes, including evaluation and adjustment of workload, are to be established (see chapter 5.1).

Die Auflage ist nun komplett erfüllt.

Die FIBAA-Akkreditierungskommission am 11. Juli 2014.



Peer Reviewers Report

Higher education institution (HEI):

Ukrainian-American Liberal Arts Institute “Wisconsin
International University (USA) Ukraine”

Master Programme:

Master of Business Administration

Degree:

Master of Business Administration (MBA)

Brief description of the study programme:

The MBA programme is designed to provide an applied business education in a multi-cultural learning environment. The overall objective of the programme is to improve decision making capabilities of the students by providing a functional business foundation and enhancing their analytical, communication, and technological skills and to develop competencies that will make them effective middle-level professionals in a variety of organizational settings. The students will be among others introduced to the latest developments in the fields of international management and prepared to identify problems, consider alternative solutions, evaluate and analyze situations and implement solutions. Approaches, skills and competencies in core areas of management practice cited in the national and local goals for higher education should be adopted.

Date of opening of the procedure:

August 23rd, 2011

Date of filing the self-documentation:

March 15th, 2012

Date of the site visit:

April 4th and 5th, 2012

Type of accreditation:

Accreditation

Type of Programme:

further education

Intended length of programme (full-time equivalent):

1,5 years

Mode of study:

Full-time

Initial Start of the programme:

Year 2002

Student intake:

50 students per year

Programme cycle starts in:

Fall semester (September)

Speed (planned number of parallel years)

1

Number of first-year students:

13 students during the academic year 2011-2012

Number of ECTS point assigned to programme:

90 ECTS (45 US American credits)

Hours (workload) per ECTS point:

15 academic hours

Date of the Meeting of FIBAA-Accreditation Commission:

September 27th, 2012

Resolution:

Recommendation of the panel members: The accreditation of the programme is under seven conditions and is valid for five years.

Duration of Accreditation period:

September 27th, 2012 until End of summer semester 2017

Conditions:

- 1) Clear, reliable and adequate criteria for the entrance in higher levels are to be assigned (see chapter 2.1).
- 2) A minimum of two years of professional experience instead of six months has to be proved by students within the admission procedure (see chapter 2.3).
- 3) The ECTS system and its elements are to be used continuously and not only on demand (see chapter 3.1).
- 4) Module descriptions are to be revised according to the checklist for the Course Catalogue in the ECTS Users' Guide (see chapter 3.1)
- 5) The number and frequency of the assessments is to be reduced (see chapter 3.1).
- 6) Clear, transparent and reliable rules of credit transfer from other programmes in conformity with the Lisbon Convention are to be implemented (see chapter 3.1).
- 7) A clear evaluation procedure for decision making, taking into account all relevant groups and areas for a high-quality development of programmes, including evaluation and adjustment of workload, are to be established (see chapter 5.1).

Proof of meeting these requirements is to be supplied by June 27th, 2013.

Project Manager:

Dipl.-Soz. Lilli Schmidt

Panel members:**Professor Dr. Reinhard Bachmann**

University of Surrey, The Management School
Chair of Strategic Management (International Business, Entrepreneurship)

Prof. Dr. Gerd Hofmeister

University of Applied Sciences Erfurt,
Faculty of Economic Sciences, Business (Administration, Personnel Development)

Konstantin Skomorokhov

Avtoban Trailers Ukraine, Ltd.
Director, Shareholder

Eugenia Ekhardt

BiTS Iserlohn, Student in Corporate Management (M.Sc.)

Peer Reviewer's Report:

Summary

The panels' assessment takes into account the self-assessment report, the results of the on-site visit and the statement of the HEI to the assessment report of September 3rd, 2012.

The programme meets the quality requirements for Master's programmes with eight exceptions and can be accredited by FIBAA under seven conditions. The accreditation procedure has verified that the programme has all of the quality elements required of a Master programme, including those specified in the European MBA Guidelines (with one exception).

The MBA programme "Master of Business Administration" offered by the Ukrainian-American Liberal Arts Institute "WisconsinInternational University (USA) Ukraine" (WIUU) is a further education programme. It has a modular structure, is based on the ECTS and leads to the academic degree of "Master of Business Administration". The degree is awarded by the WIUU.

Taking into consideration, in particular, the strategy and objectives, the design, resources and services plus the quality assurance, this programme in general meets the quality requirements.

But the reviewers also feel that there is necessity for development. The panel therefore recommend accrediting the programme under following conditions:

- 1) Clear, reliable and adequate criteria for the entrance in higher levels are to be assigned (see chapter 2.1).
- 2) A minimum of two years of professional experience instead of six months has to be proved by students within the admission procedure (see chapter 2.3).
- 3) The ECTS system and its elements are to be used continuously and not only on demand (see chapter 3.1).
- 4) Module descriptions are to be revised according to the checklist for the Course Catalogue in the ECTS Users' Guide (see chapter 3.1)
- 5) The number and frequency of the assessments is to be reduced (see chapter 3.1).
- 6) Clear, transparent and reliable rules of credit transfer from other programmes in conformity with the Lisbon Convention are to be implemented (see chapter 3.1).
- 7) A clear evaluation procedure for decision making, taking into account all relevant groups and areas for a high-quality development of programmes, including evaluation and adjustment of workload, are to be established (see chapter 5.1).

Proof of meeting these requirements is to be supplied by June 27th, 2013.

The further quality standard that has not been met (Advisory Body, chapter 4.2) is no required quality standard according to the resolutions of FIBAA. No further conditions have therefore been recommended.

The panel also identified further potentials for improvement of the study programme and thus recommends:

- redefining the programme objectives more precisely, while also relating to specific study programme contents and courses, when describing the overall programme objectives (see chapter 1.1),
- reconsidering a differentiation between programme title and programme degree in order to also avoid existing tautologies (see chapter 1.1),

- defining in a more clear and structured way the demand for graduates from the programme. Equally, alumni positioning studies should be carried out continuously (see chapter 1.2),
- broadening access to disabled students in all parts of the HEI by either offer special assistance or through rebuilding measures on a long term view (see chapter 1.5),
- organizing the programme in a more coherent and clear way (see chapter 3.1),
- establishing regular meetings for all teaching staff members involved in the MBA programme at hand (see chapter 4.1),
- establishing an Advisory Body, consisting of representatives from academical and business area and with the aim to hold regular meetings (see chapter 4.2) and
- implementing evaluation tools for teachers (see chapter 5.3).

There are also criteria that exceed the quality requirements:

- Internationality of Teaching Staff (see chapter 1.3)
- International Content (see chapter 1.3)
- Foreign Language (see chapter 1.3)
- Cooperation with HEIs and other Academic Institutions/Networks (see chapter 1.4)
- Ensuring Foreign Language Competence (see chapter 2.4)
- Practical Projects and Case Studies (see chapter 3.4)
- Provision of Student Support / Coaching by Teaching Staff (see chapter 4.1) and
- Programme Directors (see chapter 4.2).

The overall assessment rating is shown in the quality profile at the end of this document.

INSTITUTION DETAILS

The programme submitted for accreditation will be delivered by the Ukrainian-American Liberal Arts Institute "Wisconsin International University (USA) Ukraine", which started its activity as Wisconsin International University (USA) Ukraine by its registration on Feb 27, 1996. It was, as a sister unit of Wisconsin International University (Wauwatosa, Wisconsin, USA), founded in Kiev and was reorganized to Ukrainian-American Liberal Arts Institute "Wisconsin International University (USA) Ukraine (WIUU)" on April 24th, 1997, the first in Ukraine joint Ukrainian-American Institute.

The WIUU has at its mission the creation of stimulating teaching and learning environment for multicultural student body and internationally minded faculty. The WIUU follows the traditions of an American university, in terms of its courses, semester sessions, grading systems, and academic records. Classes are conducted in English. All programmes have an international business focus.

Six degree programmes are currently offered at the WIUU. In 2010- 2011, 324 students have enrolled at the HEI. Besides the study programmes offered, language schools, courses and test preparations in English, German and Spanish are being held.

The WIUU is a member of the American Chamber of Commerce in Ukraine, Association of Ukrainian Non-State Owned Universities, German-Ukrainian Society of Economics and Science, International Trade Club in Ukraine, Kyiv Chamber of Commerce and Industry and the Social Association "International Personnel Academy". It will also build on its extensive and long term international partner Institutions. WIUU students are given an opportunity to practice, study and train abroad (the USA and Western Europe), developing a significant measure of expertise concerning culture, politics, economics and languages. WIUU offers a full range of summer and winter programmes in Florida, Heidelberg, Munich, London, Plymouth, Madrid, Paris and Strasbourg.

As for research activities, the WIUU faculty and students take part in research and scientific activities of the University. The Research Journals 'Education, Management, and Business: International Dimension' as well as 'Education and Management' are being published by the WIUU. Moreover, the University organizes and takes an active part in international scientific and practical conferences and seminars, jointly with the American Chamber of Commerce in Ukraine, the German-Ukrainian Society of Economics and Science, Indiana Wesleyan University (USA) and Precedent Academics (USA).

1. Strategy and Objectives: 1.1 Programme Objectives

The MBA programme is designed to provide an applied business education in a multi-cultural learning environment. The overall objective of the programme is, as the WIUU states, to improve decision making capabilities of the students by providing a functional business foundation and to enhance students' analytical, communication, and technological skills and to develop competencies that will make them effective middle-level professionals in a variety of organizational settings (see 1.2). The students will be among others introduced to the latest developments in the fields of international management and prepared to identify problems, evaluate and analyze situations and consider as well as implement alternative solutions. Approaches, skills and competencies in core areas of management practice cited in the national and local goals for higher education should be adopted. The knowledge and skill areas include communication, reasoning, analytical, and reflective thinking abilities.

The MBA programme has an international perspective to develop students awareness of the international issues in their field.

Other areas focus on ethical understanding, legal responsibilities, information technology use and an understanding of multicultural and diversity issues. Financial theories including markets, analysis and reporting will be taught. Finally, students will also learn the importance and impact of information technologies to management.

The proposed degree title is Master of Business Administration (MBA), which has been chosen in accordance to international standards. The MBA programme is broad based, concentrating on career advancement degree rather than on technical training for a particular job.

On the successful completion of the MBA programme, graduates shall possess the following general management skills:

- **Analytical Skills for Decision Making:** given the complex nature of business problems, graduates must be able to interpret data, process information, think critically, balance costs and benefits, develop alternatives and systematically apply tools of analysis to choose among alternative policies.
- **Organizational Skills for Policy Implementation:** given the development of policy, graduates must be able to implement the policy within the context of the organization. This function requires leadership, teamwork, supervision, motivation, negotiation, communication, assessment and adaptation. The development of these organizational and interpersonal skills, according to the WIUU, an essential part of the overall programme and they are embodied in each of the course by implementing group discussions, preparing team and individual projects and presentations, finding solutions for case studies.
- **Leadership and Teamwork:** graduates must be able to understand group and individual dynamics; work effectively toward a common goal in a team setting; negotiate differences and build consensus; initiate, organize and direct policy analysis and implementation; appreciate the importance of ethnic, cultural and gender diversity in the organization.
- **Communication:** graduates must be able to make well-organized and effective informational and persuasive presentations; analyze, paraphrase and draw inferences from written resources; write effective proposals and reports; speak, listen and work effectively within groups.
- **Ethics:** graduates must be able to appreciate the need for integrity and ethical behaviour, recognize ethical problems, and understand the standards of ethical behaviour in business.
- **Strategic Planning:** Graduates must be able to understand the business as an integrated system and the relations between the functional areas, to apply planning, implementation and control and to integrate the functional department issues into a coherent strategic whole.

- **Problem Solving:** Students will identify subtle and forward-looking aspects of business problems and will demonstrate creativity and broad business thinking in identifying relevant alternatives to find valuable solutions to real complex problems and communicate them effectively.

The thematically arranged modules focus on specific topics and comprise of skill sets like leadership of teams, ethical behaviour or corporate governance to prepare an international group of business leaders for the management challenges of the 21st century. The MBA programme covers a broad spectrum of general management topics with the opportunity to gain deeper insights in many business fields rather than focusing on a narrow specialization in a particular management topic.

Appraisal

The objectives of the programme are set out consistently in relation to the occupational area. During the on-site visit the panel received an overview with Alumni and their current status and positions on the job market in the year of 2011 to 2012. Most positions can be found in the management/Leadership area. The objectives of the programme also take into account the areas: empowerment, employability and personality/personal development. Students will be encouraged and enabled to take responsibility for their learning and professional development, i.e. in the context of different modules, through teamwork and common projects. However, the panel recommends the HEI redefining the programme objectives more precisely, while also relating to specific study programme contents and courses, when describing the overall programme objectives.

To contribute solutions to today's and future issues in the MBA domain, WIUU stands for state of the art scientific knowledge with a practical, problem solving attitude of both staff and students.

The HEI intends to award graduates of the study programme at hand with a MBA degree, which is in line with the focus of the programme content and the national requirements. The reasons for the programme profile are given. However, the panel holds the view that there should be a differentiation between the programme title and the MBA as a degree. The study programme at hand does not differ between programme title, which is called MBA and the degree MBA. According to criterion 4 "programme title MBA" of FIBAA's resolutions as amended on February 7th, 2007, according to the rules the degree should not be part of the programme title. International study programmes may, in accordance to national rules and habits, use the programme degree along with the programme title. The reviewers advice the HEI to reconsider a differentiation between programme title and programme degree in order to also avoid existing tautologies (since programme title and programme degree are identical).

The objectives of the programme design set out in the programme description are in line with the qualification of the programme. The overall programme design is based on subject-specific and generic learning outcomes, which are according to the panel in line with the level of the degree to be awarded on completion. Moreover, the panel members state that the overall programme design and the competence goals are aligned with one another and that the programme takes into account the requirements of the Dublin Descriptors and MBA guidelines.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	Strategy and Objectives					
1.1	Programme objectives			X		
1.1.1*	Logic and Transparency of Programme Objectives			X		
1.1.2	Rationale for Qualification Title			X		
1.1.3	Programme Profile (only relevant for master programmes in Germany)					X
1.1.4*	Competence Goals			X		

1. Strategy and Objectives: 1.2 Positioning of Programme

WIUU and its MBA programme occupy an existing niche in business education in Kyiv and Kyiv region as the University states.

WIUU and its MBA programme is positioned within Kyiv region as a differentiated executive education training University that competes based on high quality education and a solid price-quality relationship.

Apart from WIUU, there are five major business schools in this area with population of around five and a half millions: Kyiv Mohyla Business School, Kyiv Business School, International Management Institute-Kyiv, Kyiv International Institute of Business, and Institute of International Business Relations (IBR). WIUU and each of these educational establishments successfully meet the professional needs of certain groups of people. Also, all Higher Education Institution meet the standard requirements of standard business programs. However, according to the WIUU, it is unique in its approach in allowing students a choice of receiving MBA education entirely in English. Hence students will, as the WIUU reasons, become more employable in the job market. WIUU's pool of applicants is middle level middle class young professionals. This group is as especially important for the development of the country. Other business schools target either lower or higher level professionals and classes.

As for the positioning on the Job market, the WIUU is convinced that WIUU graduates are highly sought after thanks to their high professional level and excellent personal skills. Besides acquiring relevant knowledge, character development is taken seriously at WIUU. According to a placement study of the WIUU, referring to the positions of Alumni in 2011-2012, former students hold such positions as Senior Investment Advisor, Senior Product Manager, International Programme Coordinator, Brand Manager, Project Manager, Personnel Manager, Sales Manager, Implementation Manager or Head of Finance Consulting. Some Alumni are self-employed or work as Analyst, Economist or Lawyer. Most of the former students are hold positions in the area of Leadership or Management.

With regard to the positioning within the HEI's overall strategy, WIUU's activity is connected with providing higher education services on the Bachelors and Masters levels. The MBA programme strives to achieve and sustain a corporate reputation of being at the forefront of the sector in meeting the needs of students and employers, by also constantly involving the HEI's broad national and international network. Lastly, the HEI points out, that the programme is very much in line with the overall strategy and the University's mission statement. This programme is an integral part of all the programmes offered at the WIUU, which utilizes standard American programmes and curricula commonly used by American universities.

Appraisal

The profile and the competence goals, which have been described in detail, are such that the programme can compete both on the education and on the job market. As the panel states, the demand for graduates from the programme should be identified in a more clear and structured way. Equally, alumni studies should be carried out continuously, also with regard to the development and constant improvement of the study programme.

The way in which the programme is incorporated into the HEI's overall strategy is described and clear reasons are given, i.e. focus on cooperations with other Higher Education Institutions and enterprises and international orientation. The programme follows qualification aims, which comply with the overall concept and strategic planning of the HEI.

The holistic approach of the programme provides students with solid theoretical and methodological foundation, skills in business administration and most importantly with key qualifications which are essential for a further successful career in management, i.e. the ability to make responsible decisions.

Companies which hire students of the MBA programme will benefit, because the participants will strengthen their talent pool, expand professional networks and sharpen their acumen.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.2	Positioning of Programme			x		
1.2.1	Positioning on Education Market			x		
1.2.2	Positioning on job Market (Employability of Graduates)			x		
1.2.3	Positioning within HEI's overall Strategy			x		

1. Strategy and Objectives: 1.3 International Dimension of the Programme

The WIUU aims to become an internationally-known university, which attracts excellent students from all over the world thanks to its extensive international activities and cooperation with international organizations and educational establishments all over the world, and thanks to its high quality level of education. Hence, the international orientation is a clear focus of this MBA's programme design and can be seen in the international components of certain modules, the international orientation of the teaching staff and the options to gain experience abroad and modules taught in English.

The study programme has international themes as their subject through almost the whole programme.

International cooperation is one of the most important directions of WIUU's activity. WIUU's students have the opportunity to study at WIUU's partner universities located in the USA and Europe (see 1.4).

During the 2010-2011 academic year, nine international students studied at WIUU's MBA programme. Eleven international students took part in the programme, for which accreditation is sought, in the following academic year. Countries represented at the WIUU are among others Azerbaijan, Belgium, Egypt, Finland, Georgia, Ghana, India, Iran, Kazakhstan, Latvia,

Libya, Nigeria, Pakistan, People's Republic of China, Republic of Cameroon, Republic of Gambia, Republic of Serbia, Russia, Saudi Arabia, South Africa, Turkey, Turkmenistan and the USA.

With regard to internationality of the teaching staff the HEI points out, that several specific members of the faculty incorporated in the programme have international experience in the form of teaching, research activities, working, and/or studying abroad.

The programme is entirely taught in English. All learning and teaching materials, including text books and other source materials, are also in English. International aspects as well as intercultural subjects are covered in many modules. For instance, different legal systems around the world are covered in Business Law. In Monetary Economics Class, theory is applied to central banking and financial practices in the world, with examples and casework from Europe, US, Japan and China. Apart from the classes, both the lecturers and students represent different cultures. Also, when it comes to teamwork, i.e. to prepare group projects and presentations, teams are, if possible, composed internationally.

Appraisal

The programme objectives and strategy are geared to explicitly ensuring internationality in teaching and research as well as graduate employability.

The teaching staff at the HEI is international in its composition. Most of the lecturers have international experience either in professional or academic field. Multilingual and foreign teaching staff are not an exception and the WIUU makes considerable effort to recruit such persons for the study programme at hand. As for the rate of international students, a small proportion of the student community comes from abroad. The composition of the student community is in line with the orientation of the programme.

Lectures and learning material are entirely taught in English. With regard to international contents of the programme, the panel holds the view that internationality is well considered throughout the whole study programme. Moreover, the curriculum includes a sufficient amount of intercultural content according to the requirements of the programme. Case studies with relation to international subjects are also included within the study programme.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.3	International Dimension of the Programme			X		
1.3.1	Internationality of Programme Design (if relevant)			X		
1.3.2	Internationality of Student Community			X		
1.3.3	Internationality of Teaching Staff		X			
1.3.4	International Content		X			
1.3.5	Intercultural Content			X		
1.3.6	Structural and/or Content Indicators for Internationality			X		
1.3.6	Foreign Language		X			

1. STRATEGY AND OBJECTIVES: 1.4 Cooperation and Partnerships

WIUU is a member of the Association of Private Universities in Ukraine. Around two hundred educational establishments are members of the Association. WIUU also actively cooperates with many of them in organizing conferences and other events. Furthermore, WIUU is a co-founder and a member of academic research-practice and educational-methodological system (complex) including itself and National Pedagogic University (NPU). As such, the HEI actively cooperates with NPU in effective practical implementation of education research, and in conducting its own research (pursuing development of certain research fields). Finally, WIUU actively cooperates with the National Academy of Science.

WUU is currently trying to focus on fewer partners in absolute numbers by retaining those with high quality.

Additionally, students can choose to study abroad. Currently, WIUU cooperates with the following organizations:

- Richmond, the American International University (London, GB)
- Indiana Wesleyan University (Indiana, USA)
- German-Ukrainian Society of Economics and Science (DUG-WW) (Mainz-Berlin-Kyiv)
- Ukrainian Free University (Munich, Germany)
- Institute of Commercial Management (Hampshire, GB)
- University College Plymouth St. Mark and St. John (Plymouth, GB)
- City of London Academy (London, GB)

The WIUU is a member of German-Ukrainian Society of Economics and Science. The Society provides possibilities for the WIUU to cooperate with German Universities, Companies, Industries, Accrediting Boards, Government and Social Organizations. Moreover, German-Ukrainian Society of Economics and Science together with WIUU organize joint conferences, seminars, round-table discussions, exchange visits and other activities aimed at strengthening of mutual understanding and friendship between Ukraine and Germany.

The Business Internship Department of WIUU plays an important role in WIUU's cooperation with enterprises and organizations. The Membership in the American Chamber of Commerce and the Kyiv Chamber of Commerce and Industry has helped the WIUU to find companies to cooperate with. Among others, the OJSC — Deutsche Bank DBU, Pfizer H.C.P. Corporation, AES — Kievoblenergo, Ukraine, Thomson Reuters, Ukraine & Belarus, PJSC — Citibank in Ukraine offer internships for WIUU's students.

Appraisal

The WIUU was founded as a sister unit of Wisconsin International University (Wauwatosa, Wisconsin, USA). The WIUU is nowadays actively involved in cooperations with national and international HEI, which results in common events, research projects and student exchange. As the panel has come to know, summer and winter schools are offered in cooperations with partner universities on a regular basis.

To be an important international player, WUU strives for intensive relations with partners of high quality in their domain.

Talking about cooperations with enterprises and other organisations, the panel members appreciate the current cooperation of the WIUU in this field. As the panel learned, many guest lecturers from the companies participate in conferences and guest lectures. Also, real life cases are being used. In addition, most of the partner enterprises and organisations offer placements for WIUU's students.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.4	Cooperation and Language Skills			X		
1.4.1	Cooperation with HEIs and other Academic Institutions/Networks		X			
1.4.2	Cooperation with Enterprises and other Organisations			X		

1. STRATEGY AND OBJECTIVES: 1.5 Equal Opportunities

According to its own statement, the WIUU is committed to eliminating all forms of unfair discrimination in all of its activities, and in respect of all students, staff, visitors, its governance arrangements and relationships with the wider community. The HEI also intends to treat all people with dignity and respect equally, irrespective of race, ethnic origin, gender, marital or parental status, sexual orientation, religion or faith, disability, age or political belief. As part of its overall policy on equal opportunities the WIUU is committed to achieving gender and racial equality in all aspects of employment practice and policy, and in all of its functions and activities.

The diversity of WUU's faculty is an important matter of consideration. WUU wishes to increase the percentage of female lecturers and to internationalize the faculty.

The HEI's commitment to equal opportunities vis-à-vis students is implemented in the Student Handbook for the MBA programme.

Appraisal

The panel members came to the conclusion that gender equality and the implementation of general bans on discrimination are promoted by the WIUU. Moreover, the WIUU has put ef-

fort to ensure equality throughout the whole study programme and on campus. Within the Student Handbook one finds formulated expectations addressing future students which include ethical behaviour in relations to fellow students, faculty and staff as well as compliance with established policies and procedures of the institution. The class room policies clearly refer to respect of diversity, mentioning age, race, religion, nationality, gender, family background, ethnic groups, and individual physical and learning abilities and disabilities. The panel also likes to point out, that the majority of management positions regarding the MBA programme at hand have been taken by women, which, as the reviewers see it, is a positive sign on a way to gender equality.

During the on site visit, the reviewers identified that not all parts of the HEI are accessible to disabled students, especially parts of the library. The panel therefore recommends broadening access to disabled students in all parts of the HEI by either offer special assistance or through rebuilding measures on a long term view.

		Exceptional	exceeds quality requirements	meets quality requirements	does not meet quality requirements	not relevant
1.5	Equal Opportunities			X		

2. ADMISSION (REQUIREMENTS AND PROCEDURE)

WUU offers a broad range of services in regard to the applicants and students of all study programmes.

To be accepted into the programme, the following admissions requirements must be met:

- Degree in Bachelor of Business Administration, Bachelor of International Management, Specialist of International Management, or Master of International Management from WIUU, Bachelor's Degrees from other universities or equivalent qualifications accepted by WIUU, Master's Degree in another discipline and Professional qualifications considered equivalent to Bachelor's Degree status. For individuals whose primary background is in the study of law, engineering, computer science, Successful completion of specified individual prerequisite courses are required for entrance into the MBA programme.
- Undergraduate degree (2.00 minimum GPA) or equivalent of C grade average.
- Minimum of six months of relevant work experience or the equivalent of 540 hours of work experience after graduation from undergraduate studies. This requirement may be waived for applicants who demonstrated outstanding academic performance or under specific situation.
- English Proficiency: WIUU English Placement Test (minimum score of 60%), TOEFL (minimum score – from a test date within two years – 500 for paper based test or 173 for computer based test or 60% for internet based test) or IELTS (a minimum IELTS band score of 5.5) or equivalent proficiency tests.
- Placement Tests in Principles of Management, Microeconomics, Macroeconomics, Business Statistics, Accounting, and Principles of Finance* for the applicants who wish to be exempt from the stated prerequisite courses. Graduates of the BBA programme at WIUU are subject for exemption from the placement tests.

List of the Documents Required for Admission of Ukrainian students:

- application form;
- official transcripts and diplomas (Bachelor Degree and/or Master Degree);

- medical certificate of health condition;
- copy of passport and copy of national ID card;
- military recruits' registration certificate for men;
- six (6) pictures (3x4);
- proof of previous employment history;
- proof of fully paid tuition and other fees (including library deposit, dormitory).

List of the Documents Required for Admission of International students:

- application form;
- official transcripts and diplomas (translated and legalized by your country's official authorities either in your home country or in the embassy of your country in Ukraine);
- birth certificate (translated and legalized);
- medical certificate of health condition (translated and legalized);
- AIDS certificate (translated and legalized);
- copy of passport;
- ten (10) pictures (3x4);
- two (2) recommendation letters (from former or present employees, institutions, lecturers and other relevant sources);
- return ticket with open date (for the period of one (1) year);
- proof of fully paid tuition and other fees (including library deposit, dormitory, medical health insurance, immigration insurance and registration).

Each fall and spring semester, academic advisors offer preregistration counselling. Preregistration for the Fall semester takes place during the Spring and Summer, and for the Spring semester preregistration takes place during the Fall semester. Each potential or current student is required to make an appointment with the Dean of the programme or with the International programme Coordinator. They advise students on all issues concerning registration and the process of studying including the prerequisite classes that may need to be taken, the offering of courses during each semester. Potential and current students then create their educational schedule with their help and are registered.

The admissions procedure is clearly described in the WIUU MBA Student Handbook, and WIUU MBA Catalogue which are in public access in hard copy and on-line. The factors which are paid attention to during the evaluation process are professional work experience, an admissions interview, and previous academic history. Hence, admission decisions are made based on student qualifications only.

After an applicant has successfully passed the admission process WIUU enrolls the new student and takes over the counseling of the participant. As mentioned above, this includes the issuing of the study contract and the provision of prior information or of the start of the programme (i.e. study and examination regulations, programme overview, study conditions and infrastructure, practical advice such as on housing and visa issues).

Appraisal

The admission requirements are defined and transparent. Applicants whose primary background does not relate to the study programme have the chance to enter the programme at hand when passing extra preparatory classes. However, the panel came to the conclusion that the required professional experiences do not correspond to the Equal European MBA Guidelines. According to criterion 2 of the mentioned guidelines, the MBA is a postgraduate degree seen as a career accelerator or a mean to make a career shift after a minimum of 2 or 3 years' professional experience. The MBA at hand requires only a minimum of six months of prior professional work experience when applying for the programme. Thus, the reviewers see need for a **condition** regarding professional experience in the context of the admission

procedure, that is to say that a minimum of two years of professional experience instead of six months have to be proven by students when applying for the study programme at hand. Along with the increase of former job experience, the documents and overall communication regarding the study programme are to be adjusted to this requirement.

Prior professional experience and academic history are the relevant formal criteria relating to an admission decision. In the context of the admission procedure, an interview is carried out. During the on site visit, an interview guideline was handed out to the reviewers, showing the structure and questions of the interview. Besides, the admission requirements ensure that students are enrolled, who are able to attend lectures in foreign languages. A standardised language test, for which a minimum score is specified, is used. According to national law, students have to provide proof of their current health condition.

With a view to the opportunity for students to be placed in higher semesters directly in accordance with the Lisbon Recognition Convention, no criteria at all were to be found within the relevant documents. With respect to the Lisbon Convention, rules for the recognition of credits achieved at other higher education institutions or externally achieved credits have to be laid down within the study programme concept. Consequently, the panel advises the accreditation under the **condition** that the HEI assigns clear, reliable and adequate criteria for the entrance in higher levels.

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

		Exceptional	exceeds quality requirements	meets quality requirements	does not meet quality requirements	not relevant
2.	Admission (Requirements and Procedure)					
2.1	Admission Requirements				condition	
2.2	Selection Procedure (if relevant)			x		
2.3	Professional Experience (* for Master Programmes of the further Education Type)				condition	
2.4	Ensuring Foreign Language Competence		x			
2.5*	Logic and Transparency of Admission Procedure			x		
2.6*	Transparency of Admission Decision			x		

3. PROGRAMME DESIGN: 3.1 Structure

The programme is delivered in full-time mode over one and a half years and has a credit value of 45 American Credit points, which equals 90 ECTS-Points according to European standards, with each semester being equally credited with 30 ECTS-Points. Each credit is based on a notional 15 hours of student study time – which includes class contact time, independent study, preparation and completion of assessed coursework, preparation of projects and dissertations, revision and written examinations. The programme consists of 15 modules, with each being worth 3 American credit points (equal to 6 ECTS-Points). All mod-

ules are core modules. The study programme at hand does not include optional electives. Some modules require prerequisite courses (see 3.2).

As for the application to the European Credit Transfer and Accumulation System (ECTS), the HEI, according to its own statement, utilizes the following national orders: Order # 943 by the Ministry of Education and Science of Ukraine as of Oct 16, 2009 – about the implementation of European Credit Transfer and Accumulation System in higher educational establishments in Ukraine and Methodological Recommendations toward implementation of European Credit transfer and Accumulation System and its key documents in higher educational establishments in Ukraine. An Academic Transcript will be handed out on demand. The Transcript records all grades successfully and unsuccessfully completed which are calculated in the cumulative Grade Point Averages (GPA) both, for each semester and for the overall period of study.

Modules have been described in module descriptions enclosing among others the name of the module, if necessary, prerequisites for a module, learning outcomes and descriptions of contents. Not in all module descriptions, but in some cases information on the form of teaching is included.

In order to record a full profile of student strengths and weaknesses, to promote variety in learning outcomes and approaches to learning, intellectual achievement is measured by a varied and diverse range of methods appropriate to the learning outcomes. Each module has at least two major tests – midterm test and final test – as well as different assignments during the semester, such as quizzes, group presentations, and papers. The scheduling of final examinations is done by the Academic Office, and is usually completed by the thirteenth week. The major purpose of examinations is to certify a student's achievement in a course. Examinations utilized at WIUU generally are of the following types: Multiple choice questions, True/false (T/F) questions, Matching items, Short answer or structured response questions, extended answers or essays and team presentations. For students who miss an exam with a valid excuse, a time to take the exam will be scheduled together with the Academic Office within one week.

A set of study and examination regulations (MBA Programme Student Handbook, Course Syllabus) exists dealing i.e. with all matters regarding assessment, ensuring fairness, course descriptions, etc. As the WIUU states, students are provided with advice and support by their Module and Personal Tutors. They can advise on how to manage the workload, and discuss matters that could lead to claims for extenuating circumstances. Furthermore, the Academic Office provides support and advice to faculty members and students. The Office also provides guidance for staff and students about how to handle circumstances that might have affected students' performance in examinations/assessments.

Appraisal

The structure of the programme solely consists of core subjects. Referring to the broad orientation a MBA requires, the panel holds the view that electives are also not relevant for the study programme at hand. Nonetheless, the programme should, as the reviewers state, be organized in a more coherent and clear way. There should be an obvious flow from general issues to particular ones. For instance, contemporary problems of international economics or cross-cultural behaviour could form the base, leading to understanding major/ fundamental clusters of knowledge about the business (strategy, HRM, marketing, operational management etc.), down to supporting subjects (statistics, team-building, analytical and researching tools etc.).

Credit points and workload specifications have been implemented. The amount of Credit points per semester is evenly spread throughout the study programme. Though, the WIUU uses US semester credits mainly and as the panel has come to know, transfers US credits in

ECTS solely on request. The panel recommends the accreditation under the **condition** that the WIUU primarily implements the ECTS system or uses the ECTS system along with the US semester credits in order to sustain comparability among study programmes European wide. This includes the constant use of learning agreements, transcript of records and diploma supplements, which are to be handed out automatically to students, not only on request. Moreover, a grading percentage table is to be included in the students' diploma supplements, showing the percentage of students achieving the respective grade category in previous cohorts.

Module descriptions contain only very few of the criteria asked in the ECTS Users' Guide as amended by the European Communities in 2009. While the module descriptions mainly include the learning outcomes and information on the content, the description of individual course units should include the course unit title, course unit code, type of course unit, level of course unit, year of study (if applicable), semester/trimester when the course unit is delivered, number of ECTS credits allocated, name of lecturer(s), learning outcomes of the course unit, mode of delivery, prerequisites and co-requisites, recommended optional programme components, course contents, recommended or required reading, planned learning activities and teaching methods, assessment methods and criteria, language of instruction and work placement, if applicable. Hence, the panel recommend the accreditation under the **condition** that the WIUU revises the module descriptions according to the checklist for the Course Catalogue in the ECTS Users' Guide. While describing the learning outcomes, the HEI should be careful to not list input-oriented information, but in particular to describe output-related information when revising the module descriptions. Furthermore, the reviewers came to the conclusion that the number of examinations within the modules is too high throughout all modules. Integrated module examinations have not been implemented in the study programme at hand. The reviewers recommend the accreditation under the **condition** that the WIUU visibly reduces the number and frequency of assessments, especially throughout the semester. Besides, clear and reliable information about all assignments is to be assured via the module descriptions (see above).

According to the Catalogue MBA Programme WIUU, transfer of credits from other programmes is not accepted unless some insinuated circumstances are presented by a student as a reason for such acceptance. According to the Lisbon Convention, Credits awarded in one programme may be transferred into another programme, offered by the same or another institution. The transfer of ECTS Credits is also regulated within the Order the Cabinet of Ministers of Ukraine Nr. 943 as amended on October 16th, 2009. Thus, the panel recommends an accreditation under the **condition** that the WIUU implements clear, transparent and reliable rules of credit transfer from other programmes in conformity with the Lisbon Convention.

Taking into account the recommended conditions, the student workload on the programme is manageable. During the on site visit, the reviewers found out that even though the student evaluation of instructors refers to the workload, a correction of the workload will not be made (see 5.1). A set of study and examination regulations (Institutional Assessment Regulations) exists. The structural requirements for the programme have been implemented.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	Programme Design					
3.1	Structure			X		
3.1.1	Structural Construction of the Programme (Core Subjects / if appropriate Specialisations (Compulsory Electives) / further optional Electives / practical Content)			X		
3.1.2*	Application of the “European Credit Transfer and Accumulation System (ECTS)” and the Modularisation				conditions	
3.1.3	Study and Examination Regulations			X		

3. PROGRAMME DESIGN: 3.2 Content

According to the WIUU the programme focuses on knowledge and skills development while considering all relevant aspects of a MBA programme. It is broad based, rather than technical training for a particular job. The broad goal of the programme is to improve decision making capabilities of the students and enhancing their analytical, rhetorical and technological skills.

The programme consists of three compulsory strands. No electives are included within the programme. The first strand includes the modules Marketing Management, Business Policy, Advanced Accounting, IT Applications in Management, Research Methods and Analysis. The second field combines International Marketing, International Management, Advanced Finance, International Business Law and Organizational Behaviour. The other five modules Operational Management, Statistical Business Analysis, Human Resource Management, Monetary Theories and Banking Systems and Contemporary Problems in International Economics belong to the third cluster. Together, as the HEI points out, these elements constitute a comprehensive, coherent and balanced study of the theory and practice in an international business context. In some cases (see 2.1), the following prerequisite cases are necessary: Principles of Management, Macroeconomics, Macroeconomics, Accounting I and II, Business Statistics and Principles of Finance.

Giving a broad view of the complexity of issue’s in today’s business environment, the integration of theory and practice is delivered via case studies, project works, presentations, discussion groups and business games. In “Research and Analysis Class” an exhibition to a trade show is included, where students are actively involved in. In “Business Law and Monetary Theory”, court exercises, where students take roles of plaintiffs, defendants and juries to argue legal cases in court, are mandatory. “Business Policy” includes a case study with the task of opening production in a foreign country. Another example is the Marketing Management and International Management class, where a mix of in class discussions on current events (i.e. articles from business journals), practical case studies and readings from required textbooks are used.

As the HEI describes, interdisciplinarity is delivered in many modules i.e. in “Research and Analysis”. The field is derived from sciences such as mathematics, computer technology, or graphic arts. Students receive knowledge on how understanding of the nature of information, its different formats and existing types of analysis. In Business Law and Monetary Theory, sociological readings referring to monetary and financial arrangements are, among others,

implicated in class. Also, while analysing a company, as required in “Risk Management and Finance”, students will need to handle questions and problems with different perspectives.

As the HEI claims, methodological competence is systematically embedded in the programme aims and learning outcomes, and the module learning outcomes. There is an emphasis throughout the programme on the application of analytical and conceptual skills, i.e. in “Research Methods and Analysis or Statistical Business Analysis”. By working with original financial and economic data, as well as with original social science research published in peer-reviewed journals, students will according to the WIUU, acquire methodological competence and practical experience with use of data. As the HEI states, the instructors at WIUU are required to conduct research as a part of their work. A faculty member holds his/her position at WIUU partially contingent on the quality and quantity of his/her research. Moreover, WIUU is one of two (out of 200) private higher educational establishments in Ukraine and one out of 27 of all higher education establishments in Ukraine which enjoy governmental support of its research activity. Teaching is therefore, according to the WIUU, highly based on Academic Work and Research.

The module structure is shown in the following illustration:

	MBA Curriculum	Credits	Auditory Hours
1	Advanced Accounting*	3	45
2	Advanced Finance*	3	45
3	Contemporary Problems of International Economics*	3	45
4	Human Resources Management	3	45
5	International Business Law	3	45
6	International Management*	3	45
7	International Marketing	3	45
8	IT Applications / E-Business	3	45
9	Marketing Management*	3	45
10	Monetary Theory and Banking Systems*	3	45
11	Operational Management*	3	45
12	Organizational Behavior	3	45
13	Research Methods and Analysis*	3	45
14	Seminars in Business Policies*	3	45
15	Statistical Business Analysis*	3	45
	Total:	45	675

Appraisal

The MBA programme is a programme for global acting business leaders. The programme strengthens and broadens the skills and knowledge of the participants. The special focus and educational objective of the MBA programme are the characteristics and similarities of the business practice in Western Europe.

The curriculum appropriately takes into account the programme objectives. In the view of the panel, the programme at hand contains many important and contemporary courses and the contents of the programme are in principle adequate for an MBA programme. They are also aligned with the qualification and competence goals. However, the panel criticises the curriculum for its lack of integration of theoretical content and practical experience. Even though the panel holds the view that students are prepared for application-oriented tasks, practical experience within the study programme could be intensified by, as the students suggested in the dialogue with the panel, more practical experience in the companies.

The programme promotes interdisciplinary thinking. Finally, the programme ensures that graduates have methodological competence and are empowered to conduct academic work and can understand and assimilate specialist literature. Proof is provided that teaching on the programme is influenced by academic work. The study programme at hand does not include a Final Thesis to be written at the end of the studies.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.2	Content			X		
3.2.1*	Logic, Conceptual Coherence and Transparency of Programme/Curriculum			X		
3.2.2	Field-specific Core Subjects offered			X		
3.2.3	Field-specific Specialisations ("Compulsory Electives") offered			X		
3.2.4	Field-specific Electives offered (if relevant)			X		
3.2.5	Integration of Theoretical and Practical Content			X		
3.2.6	Interdisciplinary			X		
3.2.7	Methodological Competence and academic Work			X		
3.2.8	Teaching based on academic Work			X		
3.2.9	Assessment and Examinations			X		
3.2.10	Thesis			X		

3. PROGRAMME DESIGN: 3.3 Generic Skills

The application-orientation of the programme is implemented via the general emphasis on graduate employability, the specific practice-related case studies and business games students undertake within the curriculum as well as via the personal skills to be developed within the programme by students. However, quantitative and qualitative research methods are intensively studied within the study programme. Also, students make business analyses and write reports utilizing publicly available data. Hence, research-oriented tasks are equally involved within the programme.

Additional learning opportunities apart from the programme itself are available to students through the implementation of guest speakers, internships, visiting companies. Guest speakers from embassies, multinational and local companies and organizations are regularly invited for conversation with students on topics such as leadership, politics, economics, social life, business, etc. Students, as the WIUU argues, gain the possibility to develop themselves as responsible citizens and professionals. Moreover, extracurricular offers company such as competitions, where i.e. the task is to develop valid marketing plans for certain groups of products.

Ethical aspects are taken into account by the HEI's general attitude against cheating and plagiarism. A part of freshmen convocation is therefore dedicated to teaching students the rules of studying at WIUU, which include honest academic conduct. Further more, Charity activities are of great importance at the WIUU. By participating in such activities, students not only help others, but become responsible leaders and citizens of the country. Charity activities were initiated in 2005. In the summer 2009, WIUU together with several other organizations organized the nationwide Charity Festival "Believe in the Fairy Tale". Regarding the content of the programme, ethical aspects are taken into account in the programme by embedding the principles of sustainable and responsible management in teaching and research as well as enabling students to take on responsibility as citizens and leaders in society, business and for themselves and to act in accordance with ethical and professional standards.

As for Leadership, the programme aims to develop students' ability to anticipate and recognise the need for change, take an active role in change processes and to manage change. Leadership qualities will be among others acquired within the module Organizational Behaviour, but also throughout the whole programme via the variety of case studies and group works and presentations. Also, extra-curricular activities involve the student-led and supported student government with annual election campaign and elections. Each year, students and professors organize several conferences, where each student has an opportunity to develop his/her leadership skills. One of the annual WIUU's conferences is the Leadership Conference, which attracts prominent international and national leaders.

Management concepts and their application are taught in different modules, for instance in International Management, Production and Operations Management, Marketing Management and Human Resource Management, where students develop and strengthen their understanding of these concepts.

Communication and rhetoric skills are practised by the students in various ways. Communication skills (including presentations and talks, interpersonal skills, collaborative and group working) are also developed in an embedded manner within the curriculum and assessment of other modules: written communication skills are developed through written assignments; oral communication skills through presentations in seminars; or team working skills through collaborative projects. Most classes have research team-projects that students need not only to complete in research and writing but also in presenting the results in class to the fellow students. Conferences, round-table discussions and charity activities are also considered to help students in developing their communication and public speaking skills. Also, team-work and conflict-handling are practised through group discussions, case studies and coopera-

tions in team work within the study programme. Instructors will support students in guiding them through the process in group work.

Appraisal

The programme also includes an educational component, which is not specifically related to the final qualification by offering excursions and including guest speakers. By using practical projects and case studies, the programme ensures that students are prepared for application-oriented tasks.

Competencies as social behaviour, conflict-handling and ethical aspects are given regard in the programme. In a number of modules, students are required to present the results of their studies and practice teamwork, whereby the ability to publicly communicate is convincingly fostered. Equally, leadership concepts are taken into account in the programme. Especially, the programme serves to strengthen leadership skills in students in different specific modules.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.3	Generic Skills			X		
3.3.1	Acquisition of Skills for Application-oriented and/or Research-oriented Tasks (only for Master programmes)			X		
3.3.2	Additional Learning Opportunities			X		
3.3.3	Social Behaviour, ethical Aspects and Conduct			X		
3.3.4	Leadership Skills			X		
3.3.5	Management Concepts			X		
3.3.6	Communication and Public-speaking Skills			X		
3.3.7	Teamwork and Conflict-handling			X		

3. PROGRAMME DESIGN: 3.4 Teaching and Learning Methods

WIUU encourages the use of many different teaching methods, to enable a choice for the most effective methods and to connect to different learning styles, thereby improving the attractiveness of many courses for students.

The overall goal of the MBA programme is not only to educate high level professionals, but also to prepare them as leaders for their organizations and industry. To achieve this goal, WIUU does not merely provide instruction, but produces learning with every student via different methods (Learning Paradigm instead of Teaching Paradigm). Instead of being passive consumers of knowledge, students are to a certain degree required to create knowledge. Thus, the WIUU utilizes a broad spectrum of methods to create an environment that helps students discover knowledge and makes the student learning experience learner-centred, varied and stimulating. This learning environment is partly created via logical and transparent teaching and learning methodology that is used. All the assistant learning tools (syllabi,

course descriptions, etc.) are available for every student via the institutional intranet. By taking a look at these materials, students can understand the logic of the programme and position themselves as active and affective learner.

In every class, a diverse range of teaching and learning methods is used. The range of learning, teaching and assessment methods includes lectures (as the core teaching method), practical classes (when students solve practical problems associated with the studied topic), Computer-supported learning (a part of the work is to be accomplished online), individual and group work such as library and web searches, interviews, analysis, presentations, etc.), written assignments, written examinations and the use of technology (i.e. video). Knowledge and understanding of a subject is often developed through lectures and seminars. Lectures define the content of the course and provide an essential overview of the subject, its concepts and theories. Case studies and practical projects are employed within the learning, teaching and assessment strategies, i.e. in International Management, Marketing Management, Operational Management or within the Seminar in Business Politics.

WIUU has developed its own practical, active and participatory approach with an emphasis on “learning by doing”. This reflects the companies demand for professionals with skills such as the capacity to reflect, the ability to act in the face of change i.e. Participants are consistently placed in real-life business situations and forced to think like executives and make strategic decisions.

As the HEI makes known, the learning and teaching materials used on the programme comprise text books, academic journal articles, specialist trade and practitioner publications, news and current affairs publications, case study materials, company reports, statistical material, software applications, scripts and exercise materials produced by teaching staff and made available either in hard copy or partly online.

Guest lecturers will be invited to contribute to, or to hold, individual teaching sessions where they can contribute of their professional experience. Student assistants are currently not involved in teaching.

Appraisal

The logic of the teaching methodology as laid out in the self evaluation report in principle is adequate to lead students to the final qualifications; it is described and explained in a logical and transparent manner. A diverse range of methods is used on the programme, tailored to the specific modules. What is more, real life case studies and practical projects are regularly used as part of the curriculum and are aimed at intensively developing the students’ skills. Thus, the panel feels confident to judge the respective criterion as “exceeding”. Additionally to the regular study programme, guest lecturers will teach on the programme. A list of guest lecturers during the last two years was handed to the reviewers along with the self documentation and during the site visit.

Talking about teaching and learning materials, they are of the required quantity and quality and are available to the students at the required level promptly and online.

Student assistance does not take place at present in the MBA programme. However, the panel holds the view that student assistance is not relevant within a MBA programme.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.4	Teaching and Learning Methods			X		
3.4.1	Logic and Transparency of Teaching and Learning Methodology			X		
3.4.2	Diversity of Methods			X		
3.4.3	Practical Projects and Case Studies		X			
3.4.4	Teaching and Learning Materials			X		
3.4.5	Guest Lecturers			X		
3.4.6	Student Assistants involved in Teaching					X

3. PROGRAMME DESIGN: 3.5 Employability

The overall aim of the programme is to facilitate graduate employability. It provides students with both general, transferable skills and specialist qualifications in key business functions and sectors. As the HEI further points out, the MBA programme at WIUU is strongly related to its occupational field and covers relevant MBA topics. High practical-experienced lecturers and guest lecturers are involved in the programme. International and local companies are willing to hire WIUU graduates thanks to their professional and soft skills qualities. Since the MBA students already have jobs, WIUU's MBA programme allows them to have better qualifications to seek higher-level positions in their own company or elsewhere. The programme also enhances students' employability in an international context since the study programme is entirely taught in English. Students develop advanced understanding of the issues involved in international and intercultural business, and the challenges and opportunities it presents compared to business activity within the domestic context.

The WIUU in this context underlines the long-standing and wide-ranging relationships to local, national and international employers.

Appraisal

The panel is in no doubt that graduates of the programme will be employable, given the application orientation of the programme, the international context and the background of the students. The curriculum content is such that it is possible to achieve the employability aspired to in the programme objective and to get a degree, which has an explicit profile with regard to the content. The respective criterion is judged as being met. However, the reviewers recommend investigating employability on domestic and international markets by evaluating the careers of the HEI's Alumni constantly (see 1.2).

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.5*	Employability			X		

4. RESOURCES AND SERVICES: 4.1 Programme Teaching Staff

The WIUU's team of permanent academic staff combines academic, educational, professional and intercultural expertise. As for the instructors, eleven lecturers (as listed also for the past two years) have been teaching the MBA programme at hand, of whom five persons hold a PhD title or are doctoral candidates. Moreover, three persons have deep practical experience. One third of the lecturers in the MBA programme at hand has international background.

In order to guarantee the necessary variety of the faculty body as well as the range of choice among the modules, selected quest lectures support WIUU faculty in providing lectures within the modules.

In order to be employed at the WIUU, teaching staff must demonstrate their teaching ability via appropriate qualifications or suitable teaching experience, i.e. higher education undergraduate teaching experience in a range of relevant modules. The Dean of the International Programmes conducts interviews with each faculty position applicant to ensure that s/he also has adequate pedagogical skills and qualifications. For those outstanding professionals in their field who are hired as faculty but do not have pedagogical credentials, the Dean conducts special trainings (seminars, lectures, individual attendance of classes and their discussion afterwards) to ensure that faculty develops necessary pedagogical competencies.

The Dean of the International Programmes attempts to ensure that each staff member understands that teaching, service and close cooperation with other faculty members as well as with corporate partners are important factors for WIUU success and will check continuously whether a staff member is willing and able to work productively and successfully in this environment and culture.

As for internal cooperation, professors and departments collaborate with each other, particularly in the form of joint events. Internal cooperation and coordination are systematically ensured by the Dean of the International Programs, who systematically informs MBA faculty about upcoming events at the University (via Email or during face-to-face regular meetings). The schedule of conferences, round-tables and other events at WIUU and other higher education establishments in Kyiv and Ukraine is made known to the faculty and staff at the beginning of each semester. If needed, computer lab resources (skype, white board, internet) are used for virtual meetings.

Student support and coaching are an integral part of the services provided by the faculty and academic and administrative staff and are offered on a regular basis. Support for students is provided through an orientation programme with the aim to help new students in adapting to the programme and by giving advice and guidance on a range of welfare related matters to all international students. Finally, the University offers extracurricular events such as trips and excursions, charity events, business games and conferences.

Appraisal

The lecturers have a business background and in part entrepreneurial experience. Also, the teaching staff looks strong from an academical point of view. According to the CVs of teaching staff provided by the HEI, a number of lecturers have sufficient experience in teaching. The teaching staff's pedagogical/didactical qualifications are in line with their tasks and have been verified.

Regarding internal cooperation, the size of the WIUU allows for a close cooperation amongst core staff. Also, the department regularly hosts joint events, in which all of the HEI's teaching staff, numerous other employees and students participate. However, it became obvious in the discussions round during the on site visit, that external lecturers are not structurally involved in regular meetings. Moreover, regular exchange between all lecturers involved does not yet take place structurally. Consequently, the reviewers recommend the WIUU establishing regular meetings for all teaching staff members involved in the MBA programme at hand.

As affirmed by students of the WIUU during the on site visit, the counselling of students by teaching staff is intensive. Student support and coaching are an integral part of the services provided by the teaching staff and are offered on a regular basis. Emails are answered within one day. Where necessary, the students are given support with academic and related issues.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	Resources and Services					
4.1	Programme Teaching Staff			x		
4.1.1*	Structure and Number of Teaching Staff in Relation to Curricular Requirements			x		
4.1.2*	Teaching Staff's academic Qualifications			x		
4.1.3	Teaching Staff's pedagogical / didactical Qualifications			x		
4.1.4	Teaching Staff's Business Experience			x		
4.1.5	Internal Cooperation			x		
4.1.6	Provision of Student Support / Coaching by Teaching Staff		x			

4. RESOURCES AND SERVICES: 4.2 Programme Management

As the WIUU describes, the workflow management and decision-making processes, skills and responsibilities are set down and are implemented accordingly. As visible on the organization chart of the WIUU (see further down), the faculty and students are involved in the decision making process, which affects their areas of activity. The Students' Council has proved to be an effective means to be involved in the organization of different event but also as a possibility to be involved in different processes.

The Programme Directors are responsible for the co-ordination and administration of all aspects of the academic study programme including the achievement of its aims and objectives

through the implementation of the agreed curriculum, the effective management of staff and the allocation of teaching resources in the interests of students within the given budget. Monitoring and quality assurance procedures to the programme are also tasks carried out by the Programme Directors.

Upon their acceptance into MBA programme, students are provided with Information Folder, which helps them to navigate administrative issues and explains all the necessary steps and certain WIUU offices they need to see while having questions. Admission support regarding courses and programs, questions about the University, specific entry requirements, housing, registration, etc is an essential part of WIUU's student support. A variety of official University letters and documents are handed out by the Administration as well (including confirmation of degree, confirmation of student status, transcript, letters of references etc.). There is no advisory board established for the MBA programme at hand.

Appraisal

The workflow management, decision-making processes and responsibilities are set down in the self evaluation report and are described in an understandable and transparent manner. Also, lecturers and students are involved in the decision-making progress. The programme directors are responsible for the co-ordination and administration of all aspects of the academic study programme. They ensure that the programme runs smoothly and that it evolves in a way, which includes the relevant groups.

The administration acts as a service provider for students and teaching staff. With regard to who is responsible for which tasks, transparency is given. The panel recommends the HEI offering further education courses to the administrative staff.

An advisory board has not been installed. The panel holds the view that an Advisory Body, especially in the case of an internationally oriented MBA is of great importance, also in terms of quality assurance and development of the contents. Thus, the reviewers advise the WIUU to establish an Advisory Body, consisting of representatives from academical and business area and with the aim to hold regular meetings.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.2	Programme Management			X		
4.2.1	Workflow Management for Programme Management and the Decision-making Process			X		
4.2.2	Programme Directors		X			
4.2.3*	Administrative Support for Students and Teaching Staff			X		
4.2.4	Advisory Body (Advisory Board) and its Structure and Responsibilities				X	

4. RESOURCES AND SERVICES: 4.3 Programme Documentation

Details of the study programme are provided in the following documents, which are made available to students and staff at the start of the academic year:

- MBA Student Handbook (provides students with general information about the programme of study and directs them to more specific information about their studies including admission, academic information, academic regulations, module description and information on the Campus),
- MBA Catalogue (includes general information about the WIUU, General MBA programme information, MBA programme academic policies, rough information on admission),
- MBA Students Information Folder (including relevant information for international students, Ukrainian students, overall issues, overall structure in the administrative process of the MBA programme and contact details of relevant persons) and
- Internet based services (all printed information is also available online at WIUU's Homepage).

The activities, which take place in the academic year, are regularly documented. Information is published at the website. Furthermore, research activities are published in an annual report. Such reports are delivered to the Ministry of Education, to the Association of Non-State Universities, and are available upon request for students and their families.

Appraisal

In the view of the panel, the information handed to the students is comprehensive and by the use of the online-platform, constantly updated by the WIUU. Thus information provided for the students corresponds with the students' needs in that it gives details on various aspects of the programme, including programme content and programme structure. In addition, subject specific and generic advice is provided to students. However, the reviewers recommend to the HEI to refer to one programme only continuously within the Programme Descriptions. Also, the information brochures on the programme should be checked for redundancies.

A documentation of activities during the academic year is observable and published at the HEI's website.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.3	Programme Documentation			X		
4.3.1*	Programme Descriptions			X		
4.3.2	Documentation of Activities during academic Year			X		

4. RESOURCES AND SERVICES: 4.4 Facilities

As for ICT access, wireless hotspots enable students to access the internet and the WIUU's online resources via their laptops from all parts of the campus. They are informed on enrolment as to hardware and software specifications. The Library and Learning Centre are equipped with PCs, printers and scanners that the students can use. The availability of media equipment, in terms of both type and amount, is in the view of the programme team ap-

appropriate and fit for purpose (i.e. video projectors, CD players, televisions, DVD players, video recorders and overhead projectors). The following table gives an overview on the quantity, quality, IT and Media Facilities of the WIUU:

№ п/п	The name of the specialized rooms	Existing equipment	Detailed description	Software
1	Center of On-Line Learning (Room 2-13)	Computers – 21 pieces Scanner – 1 piece Multimedia projector – 1 piece	Impression PERFECT Intel Core2Duo E4500 2.2 GHz 2048 MB DDR2 80 GB SATA2 Intel GMA X3000 256 MB Win XP Pro OEM 19" LCD monitor Benq G900	1. Microsoft Office 2003 2. Microsoft Office 2007 3. Microsoft Office 2010 4. Abbyy Lingvo
2	Library, Academic Department, Offices)	Computers – 21 pieces Scanners – 6 pieces Printer – 10 pieces Copier – 2 pieces	Impression SMART Intel Cel Dual-Core E3300 2.5 GHz 2048 MB DDR2 320 GB SATA2	5. Symantec - Antivirus

			Intel GMA 3100 256 MB DVD±RW NEC Win7 Pro OEM 20" LCD monitor Samsung E2020	
3	Rollaway equipment for the classes	Notebook – 9 pieces Multimedia projector – 4 pieces	Acer Aspire 5633 15" Acer Aspire 5310 14" Impression First 537 13,3" Fujitsu-Siemens Esprimo V5535	
4	Server	Server 4 pieces	Window Server -3 шт. Linux Server -1 шт.	Win Server 2008

The building is partly built and fitted out in a manner to enable disabled access.

Considering access to required literature, a library is available and there is a development plan for the library. According to WIUU, each class instructor regularly updates the library on the relevant books and textbooks s/he would like to use. Access to the literature and journals are geared to the programme content and are up-to-date. Overall, the library houses a growing collection of textbooks, 13465 books at the time of the on site visit. The language structure of the books/textbooks is as follows: English – 70%, Ukrainian, German, Russian, and Spanish – 30%. The library also has subscription to nine journals of which one is The Economist.

The library currently opens from 9 a.m. to 5 p.m. six days a week and is taken care of by two staff persons, who are also willing to assist and support students in all matters regarding the library. The library is surrounded by additional rooms which may be used by the students for self directed learning. They are designated either for individual quiet study or group activity.

Appraisal

In the view of the panel, the number and size of teaching rooms, the equipment of all learning facilities are in line with the needs described for the programme, also taking into account of the use of resources for other programs. The campus is fully equipped with modern information technology. Free access to a Wi-Fi network is available for students. However, the HEI should make sure that WIFI access is continuously guaranteed. Also, the

HEI should consider needs and suitable equipment for disabled persons in all parts of the building and remove barriers.

A library is available. However, the panel members have neither received a development plan for the library nor for further development of digital media. Due to access to a great number of textbooks the panel members judge the criterion as met. Also, literature, journals as well as digital media are geared to the programme contents and are up to date. Yet, the panel members give the advice to establish a plan for further access to literature and online data bases. Broader access to literature and additional reading should be ensured.

The library is also open during vacation for a sufficient period. The opening hours and the support service take into account the students' needs. Contrary, the number of library workstations available to students is judged as just met due to their little number. In this regard, the HEI should expand the number of workstations in the library.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.4	Facilities			X		
4.4.1*	Quantity, Quality and IT and Media Facilities of Teaching Rooms			X		
4.4.2	Access to the required Literature			X		
4.4.3	Library Opening Hours			X		
4.4.4	Number of technical Equipment at Library Workstations for Students			X		

4. RESOURCES AND SERVICES: 4.5 Additional Services

A careers adviser is on duty to help with queries every weekday. WIUU students may but don't need to book an appointment to see the careers adviser. A student can ask the careers adviser to check his/her CV, or for advice on jobs or interviews. Typical advising sessions are focused on helping students to choose their major, finding companies for internships, assistance in writing resumes and cover letters and preparing students for interviews. A part of the WIUU careers advice services is a series of lectures given by guest lecturers who are invited each year to give lectures in their area of their specialization.

The WIUU Alumni Association aims establishing and strengthening connections among WIUU graduates and among WIUU and the graduates. The purposes of an alumni association are to bring together the organized efforts of alumni, to encourage participation more fully in the life of the University, to provide information about the University and to facilitate association among Alumni of the same community for the benefit of their cooperation. Alumni Activities involve career chats between Alumni and current students, involvement in charitable and social projects, helping students through their first steps in business (career advisor), participation at WIUU conferences and publishing in academic journals. An annual meeting for graduates has been as well as an Alumni web group for graduates have been set up.

Apart from administrative and organisational matters, welfare support is offered by faculty and administrative staff.

Appraisal

Careers advice and a placement service are offered for the students/graduates by providing individualised career advice to students in personal consultations, but also via guest lecturers. Thus, sufficient resources are provided by the HEI. Also, a broad network of corporate contacts exists. Apart from administrative support, counselling and welfare services are an integral part of the HEI's services and are offered on a regular basis.

An alumni organisation has been set up with the aim of developing an alumni network. An annual meeting does take place.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.5	Additional Services			X		
4.5.1	Careers Advice and Placement Service			X		
4.5.2	Alumni Activities			X		
4.5.3	Student Counselling and Welfare Services			X		

4. RESOURCES AND SERVICES: 4.6 Financial Planning and Financing of Programme

A document setting out the WIUU's financial strategy and plan at Master's programme levels for both national and international students has been handed to the panel with the aim to demonstrate that WIUU is in a position to secure funds for requisite investment, to cover the running costs over the planning periods and demonstrate that the continued financial viability of the Master's programme are guaranteed.

WIUU is a private university, which sustains itself. As the HEI states, fees for education constitute the main source of WIUU's income. The income is divided according to the WIUU's Financial Table. This information is readily available for students. As the WIUU argues, financial activity is given by the facts that the number of students has been stable, the fees have been paid on time and through the existence of a reserve fund of the HEI. All in all, the figures shown suggest that the Master's programme generates positive results over all budgeted periods.

Appraisal

The HEI has described a short and medium-term financing strategy, which includes a reasonable degree of detail and is transparent.

A reserve fund exists. Within the limits of a review process and with regard to financial stability of the HEI in recent years, the panel concludes that financial stability is ensured for the current programme cycle and the entire accreditation period.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.6	Financial Planning and Financing of Programme			X		
4.6.1*	Logic and Transparency of Financial Planning			X		
4.6.2	Basic Founding			X		
4.6.3*	Financial Stability of Programme			X		

5. QUALITY ASSURANCE

WIUU is determined to maintain and improve its quality continuously and goes considerable lengths to do so. Therefore WIUU continuously reviews and improves its quality management instruments.

Referring to quality assurance, the WIUU has according to own information established systems for regular monitoring evaluation and reporting of programme performance and action planning to ensure that appropriate measures are taken to tackle issues raised through this activity. In its Quality Assurance pursuit, WIUU utilizes the Total Quality Management approach. Overall, this approach means constant search for better ways of organizing educational administrative process and continual improvement of all processes. This approach is insured by the Quality Circles, when WIUU's staff and administrators meet regularly to solve problems and discuss WIUU's movement toward its goal of becoming one of the best private universities in Ukraine. By implementing the best practices of conducting business, correspondence with all legal and administrative/academic requirements and financial transparency, the University aims for better results.

A quality assurance and enhancement procedure is used to systematically and continuously control the MBA programme content, processes, and outcomes. Therefore, the Dean of the International Programmes regularly evaluates the syllabi of courses, as well as attends random classes to monitor the quality of content delivery. Moreover, a regulatory mentoring with faculty members and administrative staff takes place. All MBA instructors are encouraged to participate in the professional seminars/conferences of their respective fields and deliver papers. Faculty participation in such events is one of the ways used by best universities all over the world to make sure faculty is current on the latest practices in their fields.

At the end of every semester students write their anonymous review of the class and give their feedback on its quality. These reviews, according to the WIUU, are used to continually to improve the quality of the programme.

The evaluation produces information on how the content and the structure of the course were perceived by students and how they assess the quality of the teaching and the faculty. Additionally the students answer open questions on which aspects they liked and disliked about the lecture as well as what suggestions they have to improving the course.

Also, quality assurance by the teaching staff is carried out on a regular basis. The Dean of the International Programmes evaluates each instructor's syllabi and classes and gives instructors ideas of how they can improve. Instructors' professional activities on their jobs as well as publishing and attending professional events are considered an important way of quality assurance. There is no structural of formalized way of Alumni evaluation. However,

the exchange with Alumni is always taken seriously also in terms of improvement of the programme. External evaluation is done i.e. via accreditation of the MBA programme.

Appraisal

Even though quality targets the enhancement of programmes have been formulated by HEI, a system for regular monitoring and reporting of programme performance and action planning throughout the whole academic year has not been established. Also, a structured evaluation of workload (currently assessed via the question “this work in this course was...” with the option to tick “harder than”, “easier than” or “about the same as the work in other courses I have taken”) as well as a correction, if needed, has not been implemented. The panel consequently recommends the accreditation under the **condition** that the HEI implements a clear evaluation procedure for decision making, taking into account all relevant groups and areas for a high-quality development of programmes. Workload is to be evaluated in an appropriate manner and to be adjusted properly, if needed. Also, only one person (the Dean) is responsible for the evaluation of the programme on all levels. The reviewers are of the opinion that more than one person should be responsible within the evaluation cycle and responsibilities should be clearly defined.

As for instruments for quality assurance, different instruments such as evaluation forms or class visit are used. The reviewers recommend the HEI to also considering more contemporary tools such as open talks with all relevant groups. With a view to students’ assessment, evaluation in the main takes the form of regular module evaluations. While teachers have been evaluated, teachers do not, at least formally, evaluate themselves. The panel recommends the implementation of teacher evaluation tools. External evaluation is carried out via external evaluation and evaluation by Alumni. In a more informal way, employers’ feedback will also be considered in evaluation.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
5.	Quality Assurance					
5.1*	Quality Assurance Enhancement in the HEI of Programme Development and the Cooperation between the HEI's Management and the Faculty / Department as well as the Programme Directors				condition	
5.2	Quality Assurance and Enhancement of Programme Content, Processes and Outcomes			x		
5.3	Instruments for Quality Assurance			x		
5.4.1	Evaluation by Students			x		
5.4.2	Quality Assurance by Teaching Staff			x		
5.4.3	External Evaluation by Alumni, Employers and third Parties			x		

Quality Profile

Higher Education Institution (HEI): Ukrainian-American Liberal Arts Institute
 “Wisconsin International University (USA) Ukraine”

Master Programme: Master in Business Administration (MBA)

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1	Programme Objectives			X		
1.1.1*	Logic and Transparency of Programme Objectives			X		
1.1.2	Rationale for Qualification Title			X		
1.1.3	Programme Profile (only relevant for Master Programmes in Germany)					X
1.1.4*	Competence Goals			X		
1.2	Positioning of Programme			X		
1.2.1	Positioning on Education Market			X		
1.2.2	Positioning on Job Market (Employability of Graduates)			X		
1.2.3	Positioning within HEI's overall Strategy			X		
1.3	International Dimension of the Programme			X		
1.3.1	Internationality of Programme Design (if relevant)			X		
1.3.2	Internationality of Student Community			X		
1.3.3	Internationality of Teaching Staff		X			
1.3.4	International Content		X			
1.3.5	Intercultural Content			X		
1.3.6	Structural and/or Content Indicators for Internationality			X		
1.3.7	Foreign Language		X			
1.4	Cooperation and Language Skills			X		
1.4.1	Cooperation with HEIs and other Academic Institutions/Networks		X			
1.4.2	Cooperation with Enterprises and other Organisations			X		
1.5	Equal Opportunities			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
2.	ADMISSION (REQUIREMENTS AND PROCEDURE)					
2.1	Admission Requirements				condition	
2.2	Selection Procedure (if Relevant)			X		
2.3	Professional Experience (* for Master Programmes of the "further Education" Type)				condition	
2.4	Ensuring Foreign Language Competence			X		
2.5*	Logic and Transparency of Admission Procedure			X		
2.6*	Transparency of Admission Decision			X		
3.	PROGRAMME DESIGN					
3.1	Structure			X		
3.1.1	Structural Construction of the Programme (Core Subjects/ if appropriate Specialisations (Compulsory Electives) / further optional Electives/ practical Content)			X		
3.1.2*	Application of the "European Credit Transfer and Accumulation System (ECTS)" and the Modularisation				conditions	
3.1.3*	Study and Examination Regulations			X		
3.2	Content			X		
3.2.1*	Logic, conceptual Coherence and Transparency of Programme / Curriculum			X		
3.2.2	Field-specific Core Subjects Offered			X		
3.2.3	Field-specific Specialisations ("Compulsory Electives") Offered					X
3.2.4	Field-specific Electives Offered (if relevant)					X
3.2.5	Integration of Theoretical and Practical Content			X		
3.2.6	Interdisciplinary			X		
3.2.7	Methodological Competence and Academic Work			X		
3.2.8	Teaching based on Academic Work			X		
3.2.9	Assessment and Examinations			X		
3.2.10	Thesis					X

Quality Ratings

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.3	Generic Skills					
3.3.1	Acquisition of Skills for Application-oriented and/or Research-oriented Tasks (only for Master programmes)			X		
3.3.2	Additional Learning Opportunities			X		
3.3.3	Social Behaviour, ethical Aspects and Conduct			X		
3.3.4	Leadership Skills			X		
3.3.5	Management Concepts			X		
3.3.6	Communication and Public-speaking Skills			X		
3.3.7	Teamwork and Conflict-Handling			X		
3.4	Teaching and Learning Methods			X		
3.4.1	Logic and Transparency of Teaching and Learning Methodology			X		
3.4.2	Diversity of Methods			X		
3.4.3	Practical Projects and Case Studies		X			
3.4.4	Teaching and Learning Materials			X		
3.4.5	Guest Lecturers			X		
3.4.6	Student Assistants involved in Teaching					X
3.5*	Employability			X		
4.	RESOURCES AND SERVICES					
4.1	Programme Teaching Staff			X		
4.1.1*	Structure and Number of Teaching Staff in Relation to Curricular Requirements			X		
4.1.2*	Teaching Staff's Academic Qualifications			X		
4.1.3	Teaching Staff's Pedagogical / Didactical Qualifications			X		
4.1.4	Teaching Staff's Business Experience			X		
4.1.5	Internal Cooperation			X		
4.1.6	Provision of Student Support / Coaching by Teaching Staff		X			

Quality Ratings

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.2	Programme Management					
4.2.1	Workflow Management for Programme Management and the Decision-Making Process			X		
4.2.2	Programme Directors		X			
4.2.3*	Administrative Support for Students and Teaching staff			X		
4.2.4	Advisory Body (Advisory Board) and its Structure and Responsibilities				X	
4.3	Programme Documentation			X		
4.3.1*	Programme Descriptions			X		
4.3.2	Documentation of Activities during academic Year			X		
4.4	Facilities			X		
4.4.1*	Quantity, Quality and IT and Media Facilities of Teaching Rooms			X		
4.4.2	Access to the required Literature			X		
4.4.3	Library Opening Hours			X		
4.4.4	Number of Technical Equipment at Library Workstations for Students			X		
4.5	Additional Services			X		
4.5.1	Careers Advice and Placement Service			X		
4.5.2	Alumni Activities			X		
4.5.3	Student Counselling and Welfare Services			X		
4.6	Financial Planning and Financing of Programme			X		
4.6.1*	Logic and Transparency of Financial Planning			X		
4.6.2	Basic Founding			X		
4.6.3*	Financial Stability of Programme			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
5.	QUALITY ASSURANCE					
5.1*	Quality Assurance Enhancement in the HEI of Programme Development and the Cooperation between the HEI's Management and the Faculty / Department as well as the Programme Directors				condition	
5.2	Quality Assurance and Enhancement of Programme Content, Processes and Outcomes			x		
5.3	Instruments for Quality Assurance			x		
5.3.1	Evaluation by Students			x		
5.3.2	Quality Assurance by Teaching Staff			x		
5.3.3	External Evaluation by Alumni, Employers and third Parties			x		