

Decision of the FIBAA Accreditation and Certification Committee



9th Meeting on March 22, 2023

PROGRAMME ACCREDITATION

Project Number:	21/037
Higher Education Institution:	Universitas Trisakti
Location:	Jakarta, Indonesia
Study Programme:	Master of Accounting (M.Ak.)
Type of Accreditation:	Initial accreditation

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

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programme is accredited with six conditions.

Period of Accreditation: March 22, 2023 until March 21, 2028.

The FIBAA Quality Seal is awarded.

Conditions:

- **Condition 1:** The University clarifies the language requirements for the study programme for all students (TOEFL 450 or 500) and incorporates the requirement into the admission regulation (see chapter 2).

The condition is fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2024

- **Condition 2:** The University enhances the required English level for the Master of Accounting study programme (see chapter 2).

The condition is fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2023

- **Condition 3:** The University updates and aligns the course descriptions and the curriculum (see chapter 3.2).

The condition is fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2023

- **Condition 4:** The University updates the course materials (see chapter 3.3).

The condition is fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2023

- **Condition 5:** The University includes more leadership skills into the curriculum (see chapter 3.5).

The condition is fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2023

- **Condition 6:** The University
 - a) implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures (see chapter 5).
 - b) sets up a quality system for updating course materials (see chapter 5).

The condition is fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2023

Proof of meeting these conditions is to be supplied by December 21, 2023.

All conditions are fulfilled.

The decision was made by the FIBAA Accreditation and Certification Committee on March 06, 2023



**FOUNDATION FOR INTERNATIONAL
BUSINESS ADMINISTRATION ACCREDITATION**

FIBAA – BERLINER FREIHEIT 20-24 – D-53111 BONN

Assessment Report

Higher Education Institution:

Universitas Trisakti, Indonesia

Master programme:

Master of Accounting

Qualification awarded on completion:

Magister of Accounting (M.Ak.)

General information on the study programme

Brief description of the study programme:

The Master of Accounting is a two-year programme that aims to educate students who master the concepts, theories, methods and philosophies of Accounting with a specialisation in one of the fields of Internal Audit, Forensic Audit, Information System, Public Sector Accounting, Financial and Tax Reporting, Financial Accounting and Shariah Business or External Audit. The professional accountants shall be able to conduct research with an inter- or multi-disciplinary approach that is beneficial to society to gain national and international recognition.

Type of study programme:

Master programme

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

4 semester / 2 years, 45 credit points (72 ECTS credits)

Mode of study:

Full-time

Didactic approach:

Study programme with obligatory class attendance

Double/Joint Degree programme:

No

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

2 classes, 250 study places per year

Programme cycle starts in:

Both winter and summer semester

Initial start of the programme:

2001

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the Master of Accounting (M.Ak.) was made between FIBAA and Universitas Trisakti on April 23, 2021. On June 15, 2022, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel¹. The HEI has agreed with the chosen experts. The panel consisted of:

Christoph Back

Leuphana University of Lueneburg, Germany
Student Business Administration (B.Sc.) with a focus on banking

Prof. Dr. Natalie Aleksandra Gurvits-Suits

Tallinn University of Technology, School of Business and Governance, Estonia
Associate Professor of Accounting
(International Business Management, Applied Economics, Finance and Accounting, Audit, Banking and Credit, Non-Financial Accounting and Reporting, Sustainable Finance)

Prof. Dr. Marcus Oehrich

University of Applied Sciences Bad Homburg, Germany
Professor of Finance, Accounting and Taxation
(Business Administration, Financing, Accounting, Taxes, General Management, Business Law)

Gerd Rieger

Rieger training. Innovative business training. Berlin, Germany
Business Owner
(Business Administration, Accounting, Human Resource Management, Logistics, Economics)

Dr. Yudha Aryo Sudibyo

Universitas Jenderal Soedirman, Purwokerto, Indonesia
Vice Dean of Academic Affairs
(Accounting, Auditing, Economics, Business)

FIBAA project manager:

Friderike Uphoff

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an on-site visit. The on-site visit took place on October 27 and 28, 2022 at the HEI's premises in Jakarta, Indonesia. At the end of the on-site visit, the panel has given a short feedback on its first impressions to representatives of the HEI.

¹ The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for comment on February 22, 2023. The statement on the report was given up on March 1, 2023. It has been taken into account in the report at hand.

Summary

The Master of Accounting (M.Ak.) offered by Universitas Trisakti fulfils with few exceptions the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on March 22, 2023 and finishing on March 21, 2028 under conditions. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure and with the Bologna Declaration.

The panel members identified need for improvement regarding the following aspects²: admission requirements, ensuring foreign language proficiency, modular structure of the study programme, course materials, multidisciplinary competences and skills and quality assurance and quality development. They recommend the accreditation on condition of meeting the following requirements:

- **Condition 1:** The University clarifies the language requirements for the study programme for all students (TOEFL 450 or 500) and incorporates the requirement into the admission regulation (see chapter 2).
- **Condition 2:** The University enhances the required English level for the Master of Accounting study programme (see chapter 2).
- **Condition 3:** The University updates and aligns the course descriptions and the curriculum (see chapter 3.2).
- **Condition 4:** The University updates the course materials (see chapter 3.3).
- **Condition 5:** The University includes more leadership skills into the curriculum (see chapter 3.5).
- **Condition 6:**
The University
 - a. implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures (see chapter 5).
 - b. sets up a quality system for updating course materials (see chapter 5).

Proof of meeting these conditions is to be submitted by December 21, 2023.

² These aspects are asterisk criteria which means that they are essential for the study programme.

Furthermore, the quality requirements that have not been fulfilled –

- Lecturing tutors (see chapter 3.3),
- Internationality of the student body (see chapter 3.4),
- Foreign language contents (see chapter 3.4),
- Evaluation by students (see chapter 5.),

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

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

- Clarifying how the programme advances the students (see chapter 1.1),
- Enhancing international cooperations (see chapter 1.2),
- Positioning the study programme also outside of Indonesia (see chapter 1.3),
- Structuring the feedback from tracer studies and obtaining feedback about the employers (see chapter 1.3),
- Adding to qualification objectives the competences and skills specifically for the concentrations (see chapter 3.1),
- Increasing support for students with an additional course on writing skills or considering to offer a practical research project that is based on their work instead of a thesis (see chapter 3.1),
- Offering a greater variety of exam formats that corresponds to the didactical concept (see chapter 3.1),
- Aligning the actual workload and the number of SKS credits for the final thesis (see chapter 3.2),
- Explaining in a more differentiated manner in the study regulations, which materials can be used in examinations (see chapter 3.2),
- Extending the recognition of periods of study at other HEI's (see chapter 3.2),
- Implementing a regulation for equality of opportunity, particularly for students with special needs (see chapter 3.2),
- Diversifying the teaching and learning methods in the programme based on the diversification of the academic field and including methods and converting the different methods in a comprehensive concept (see chapter 3.3),
- Considering to hire lecturing tutors to support the students in the learning process and help them develop competences and skills (see chapter 3.3),
- Setting up a concept to attract international students (see chapter 3.4),
- Including professors from other countries, also as guest professors for one semester (see chapter 3.4),
- Including more English into courses and increasing the active use of foreign languages (see chapter 3.4),
- Reviewing the opening hours of the library (see chapter 4.4),
- Ensuring with an agreement with other universities that students are able finish their studies there (see chapter 4.6),
- Communicating the results of the evaluations to the students (see chapter 5.),
- Aligning the documents (e.g., curriculum overview) and the information on the websites (see chapter 5.),

- Providing more information in English (see chapter 5.).

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

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

- Counselling for prospective students (see chapter 2.),
- Methods and scientific practice (see chapter 3.1),
- Practical business experience of faculty (see chapter 4.1).

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

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Information

Information on the Institution

Universitas Trisakti (USAKTI) is the only private University in Indonesia that was established by the Government of the Republic of Indonesia. It was established on November 29, 1965, through the Decree of the Minister of Higher Education and Science (PTIP) Number 014/dar 1965 and is located in Jakarta (Indonesia). USAKTI has nine faculties: Faculty of Law, Faculty of Economics and Business, Faculty of Medicine, Faculty of Dentistry, Faculty of Civil Engineering and Planning, Faculty of Industrial Technology, Faculty of Earth and Energy Technology, Faculty of Landscape Architecture and Environmental Engineering and Faculty of Fine Arts and Design. There are 23 Bachelor programmes, five diploma programmes, eight Masters programmes and two Doctoral programmes. The number of students is 18,110; there are 1,006 faculty members and 136,520 alumni.

The establishment of the Master of Accounting as a study programme at the Accounting Department, Faculty of Business and Economics, Universitas Trisakti, was based on the Decree of the Director-General of Higher Education, Ministry of National Education of the Republic of Indonesia Number 2609/D/T/2001 dated August 6, 2001. The establishment's purpose was to meet the labour market's demand for professional and accountable Masters in accounting. This is also in line with the needs of the institutions where students of the Master of Accounting Programme are employed. The Master of Accounting curriculum also refers to the Development Master Plan of Universitas Trisakti, the Strategic Plan (*Renstra*) of the Faculty of Business and Economics and the Operational Plan (*Renop*) of the Master of Accounting programme (2014-2020).

During the 2020/2021 academic year, USAKTI has awarded international certificates from ASEAN University Network (AUN) for the following study programmes: Law, Development Economics, Architecture and Environmental Engineering. USAKTI has also been rewarded ISO 9001:2015 certificates for Master of Accounting study programmes and the Accounting Profession. Additionally, there are six study programmes that have already got international accreditation from Indonesian Accreditation Board for Engineering Education (IABEE): Environmental Engineering, Industrial Engineering, Electrical Engineering, Mechanical Engineering, Petroleum Engineering and Mining Engineering.

Universitas Trisakti participates in a number of international projects for improving education quality and applying innovations in education. In 2016, the Faculty of Economics and Business took part in the Erasmus partnership, the students gained the opportunity to study for a short period in the University of Economics in Bratislava (Slovakia). Furthermore, the accounting professional programme creates joint research with Osaka Sangyo University (Japan). Currently, Trisakti has cooperation agreements with over 58 universities and organisations from more than 20 countries. An international partnership exists especially for the Master of Accounting study programme with international professional associations such as Asia Pacific Management Accounting Association and USA International Management Accounting, including joint research, joint international conference and student exchange.

Further development and statistical data

In 2005, the Master of Accounting programme was accredited by the National Accreditation Board for Higher Education (BAN-PT), Ministry of National Education of the Republic of Indonesia, with a “C” rating based on Accreditation Certificate Number 00499/Ak-IV/S2-005/UTCAKT/V/2005 dated 20 May 2005. The certificate was valid for three years from the date of the stipulation. Accreditation with a “B” rating was obtained after a re-accreditation proposal in 2009 based on the Decree Number 016/BAN-PT/Ak-VII/S2/XII/2009 dated 13 November 2009. On 21 February 2015, the National Accreditation Board for Higher Education reissued a "B" rating for the Master of Accounting programme, Faculty of Business and Economics, Universitas Trisakti based on Decree Number 056/SK/BAN-PT/Akred-M/II/2015.

In 2021, BAN-PT awarded Master of Accounting programme with ‘Excellent’ rating based on Decree Number 12698/SK/BAN-PT/AKISK/M/XI/2021. The programme has consistently obtained course license extensions from the Directorate General of Higher Education, Ministry of National Education of the Republic of Indonesia, since its inception to the present.³

Various institutions have collaborated with the Master of Accounting in the form of:

- Providing scholarships for further study to employees from the Ministry of Transportation (2006 to present); Ministry of National Education - STAR SDV Program (2007); Supreme Court (2012); and National Resilience Institution (2014).
- Curriculum adjustment and competency test sites with the Certification Agency for Professional Forensic Auditors (2015 to present).

The collaboration with the Certification Agency for Professional Forensic Auditors resulted in curriculum adjustments, i.e., recognising two Forensic Auditor sub-concentration courses, equivalent to Forensic Auditor training. The study programme’s credibility is reflected in recognition of the working world for the graduates’ competence, demonstrated by the graduates’ performance in various private and governmental institutions. The institutions include the Provincial Government of DKI Jakarta, Provincial Government of Banten, Bank Mandiri, Bank BNI 46, Bank Panin, PT. Pertamina, PT. Wijaya Karya, Angkasa Pura II, State Electricity Company (PLN), and Astra International Group.

The statistical data show that the application rates in the years 2015-2020 have varied. Until 2018, there was a decrease in application rates and also a decline in study places offered. Since 2018, the application rates are increasing again. There is also a number of students who withdraw their enrolment. Withdrawal is a voluntary act by which a student decides to end their studies because of certain reason, for instance health issue, financial issues and workload. This is due to the fact that many students are professionals and therefore time management is the problem, particularly when it comes to the writing of the thesis. To counteract this development, the study programme moved the proposal seminar to the first semester so that students start early with their thesis topic.

³ see: Operational Curriculum – Master of Accounting programme (2019), p.7

Table 1: Statistical Data

		2015	2016	2017	2018	2019	2020
		Cohort	Cohort	Cohort	Cohort	Cohort	Cohort
# Study Places offered by HEI		360	300	230	200	250	250
# Applicants	∑	355	260	210	164	248	235
	f	188	138	100	95	121	118
	m	167	122	110	69	127	117
Application rate		98,61%	86,67%	91,30%	82,00%	99,20%	94,00%
# First-Year Students (accepted applicants)	∑	325	241	195	150	238	220
	f	172	120	102	89	118	108
	m	153	121	93	61	120	112
Rate of female students		52,92%	49,79%	52,31%	59,33%	49,58%	49,09%
# Foreign Students	∑	0	1	0	0	0	1
	f	0	0	0	0	0	1
	m	0	1	0	0	0	0
Rate of foreign students		0,00%	0,41%	0,00%	0,00%	0,00%	0,45%
Percentage of occupied study places		90,28%	80,33%	84,78%	75,00%	95,20%	88,00%
# Graduates	∑	243	190	146	106	125	110,00
	f	93	108	85	70	56	58,00
	m	150	82	61	36	69	52,00
Success rate (students who finished their studies)		74,77%	78,84%	74,87%	70,67%	52,52%	50,00%
Dropout rate (students who dropped their studies)		20,31%	9,16%	12,13%	NA	NA	NA
Withdrawal		4,92%	12,00%	13,00%	NA	NA	NA
Average duration of study		4	4	4	4	4	4
Average grade of final degree		3.50	3.51	3.53	3.61	3.64	3.71

Appraisal

The statistical data show relatively high application rates, almost all study places are occupied in every year. There was a decline in applications until 2018, afterwards an incline in applications. On average, 75 % of the students complete their studies successfully. Furthermore, there is a relatively high number of drop-outs and withdrawal from the study programme. The University has evaluated that this is because most students are already working during their studies and has taken appropriate measures.

The average final grade of final degree is stable, being around 3.6. The same applies to the average duration of study which corresponds to the planned duration of the programme. There are few foreign students in the programme with a percentage between 0 % and 1 %. The rate of female students is balanced around 50 % in the time period 2015-2020.

All variations in the number of applicants, the number of foreign students, drop-outs and changes in duration of study and GPA are thoroughly evaluated by the University.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk Criterion)

The need for Master degrees to occupy the position of manager, audit team leader and accounting lecturer is very high.⁴ To meet these needs, Universitas Trisakti established this study programme. The Master of Accounting curriculum at the Faculty of Business and Economics refers to the eighth qualification level of National Qualification Framework (KKNI). The curriculum aims to produce civilised, knowledgeable, professional and competitive graduates in global era, as an effort to harmonise the development of industry 4.0 and 5G information technology.

The vision of the programme is “To become a Master of Accounting programme with international standards while focusing on local values in advancing knowledge in the field of accounting, thus improving the nation’s quality of life.”

To achieve the established vision, the study programme focuses on the following areas:

1. International Standard

To actualise the vision towards a study programme with international standards, the Master of Accounting programme curriculum refers to international standards, namely the International Educational Standards (IES), consisting of eight standards. Students of the Master of Accounting use literature, articles and learning modules with international standards.

2. Focusing on Local Values

The local values focus on Universitas Trisakti’s Trikruma principles to produce graduates with noble characters, knowledgeable, innovative, good communication and teamwork skills, as well as an entrepreneurial spirit. The Master of Accounting curriculum is structured to produce graduates who practice Universitas Trisakti’s Trikruma principles (Three Main Ethics), namely (1) *Taqwa*, Diligent, and Competent, (2) Teach-Love-Care for (*Asah-Asih-Asuh*) and (3) Chivalrous, Loyal and Sportive.

3. Advance Knowledge to Improve the Nation’s Quality of Life

The Master of Accounting aims to improve the nation’s quality of life through the learning outcomes, i.e., have good attitudes, knowledge and skills, by using a KKNI and outcome-based-curriculum. The programme provides education following the latest developments and applicable regulations to produce graduates who can improve the nation's quality of life. This goal is achieved by providing actual case studies that require in-depth research and analysis.

Based on this, the programme has a target to produce graduates with hard and soft skills, including professional competencies to get a better career in Indonesia, as well as internationally. The

⁴ see: self-evaluation report, p.16

curriculum is in line with stakeholder's need and graduate's profile including learning outcome of international professional certification. Every year the study programme conducts a tracer study with the main purpose to track the development of graduates 'career and also their work place. The programme aims to educate students with the following graduate profile:

1. An ethical professional accountant by mastering and developing and being able to apply knowledge in a sustainable manner to solve problems in the field of accounting.
2. Professional accountants who are able to conduct research with an inter- or multi-disciplinary approach that is beneficial to society to gain national and international recognition.

Base on the profile, the programme developed the following Programme Learning Objectives (PLO):

Attitude

1. Demonstrate an attitude of responsibility for work in their field of expertise independently.

Knowledge

2. Mastering the concepts, theories, methods and / or philosophies of one of the fields of accounting, auditing, taxation and sharia and other related disciplines for solving problems in practice.
3. Mastering the technique of writing scientific publications.

Generic Skill

4. Able to make decisions in the context of solving technology application problems that pay attention to and apply humanities values based on experimental studies of information and data.

Specific Skills

5. Able to disseminate or publish research results in the field of accounting to gain national or international recognition.
6. Able to make decisions on various choices of theories and methods of accounting and other related disciplines with an inter- and multi-disciplinary approach and by utilising technology.

The programme objectives are reflected into the graduate attributes, as decision maker, professional, entrepreneur and global competitor.

Appraisal:

The qualification objectives of the Master of Accounting programme are explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality. The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation. They take into account the requirements of the national qualification framework of Indonesia. However, the panel **recommends** clarifying how the programme develops the students with regard

to the different concentrations of the programme. This might also help the students and also support marketing purposes, since professionals are the target group of the study programme.

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

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

To achieve its vision, mission and objectives as a study programme that has excellence in accounting at international level, the programme has organised learning and research programmes conducted in collaboration with various institutions abroad. Some concrete forms of activities that refer to an international orientation include visiting professor/guest lecturer activities, international guest lecturing, international conferences, international journal writing programmes and collaboration in other academic activities. In addition, the study programme has also referred to international learning standards as required by the International Education Standard developed by the International Federation of Accountants (IFAC).

Furthermore, students attend lectures at several universities, including the University of Malaya (Malaysia), MARA University of Technology (UiTM), and Macquarie University (Australia). Lecturers of the Master of Accounting regularly participate in international seminars as speakers and presenters to update their knowledge to the latest developments. These activities are conducted as an implementation of the international-standard curriculum. Also, to improve the students' and lecturers' competence in conducting research and international publications.

Moreover, the study programme has cooperations with the following Higher Education Institutions and organisations: Universidade Oriental Timor Leste (East Timor), Utrecht University (Netherlands), University of Lodz (Poland), Embassy of Italy in Jakarta, ASEAN Accounting education workgroup (AAEW); University of Economics in Bratislava (Slovakia), several universities in Malaysia, Institute Management Accountants and Asia Pacific Management Accounting Association.

Appraisal:

The programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability. Graduates can find jobs in international companies. The study programme pursues international cooperations and aims to increase them in the future to improve graduates' career prospects. The panel also **recommends** enhancing international cooperations.

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

1.3 Positioning of the study programme

Positioning of the study programme in the educational market

The Master of Accounting is a Master programme in Indonesia with a special focus on technology and sustainability. When the study programme was first launched in 2001, there were five Master of Accounting programmes in Indonesia, while there were only two programmes in Jakarta (University of Indonesia and Universitas Trisakti).⁵ Currently, there are 13 Master of Accounting programmes in Jakarta. Among them, three study programmes were awarded with excellent accreditation from National Accreditation Agency for Higher Education, which includes the Master of Accounting at Universitas Trisakti, the Master of Accounting at Universitas Mercubuana and the Master of Accounting at Universitas Indonesia. The statistics show that in the last ten years, compared to the two other study programmes, Master of Accounting of Trisakti leads in gathering the highest number of students.⁶

Positioning of the study programme on the job market for graduates

The student profiles of the Master of Accounting can be categorised into two main groups: fresh graduates and employed graduates. From the tracer study data conducted by the University as well as internal tracer study, graduates can and have worked in several education sectors as lecturers, researchers, practitioners of accounting and finance, such as in a corporation as accounting staff to CEOs, in the government sector as internal auditors and accounting staff, as well as in private sectors as consultants, public accountants and entrepreneurs. Based on the tracer study results, most graduates employment match with the predetermined profile of graduates. Most of the students are already employed when studying at Universitas Trisakti. Graduates are working in national and multinational companies such as Deloitte, PwC, EY, KPMG, Astra International and Bangkok Bank.

The study programme also uses the data recording of the graduates to strengthen its position in the industry and the environment. In this case, the recording of the data of the graduates show that the focus of the study programme, emphasising the technology and sustainability is needed by the industry and therefore an advantage of the programme.⁷

Positioning of the study programme within the HEI's overall strategic concept

The management and implementation of a strategic plan carried out by the Master of Accounting is embedded in the strategic plan devised by the University. This strategic plan is the basis and guideline for the programme in carrying out its academic activities. The programme actively supports the vision and mission of the University to become an entrepreneur University with

⁵ see: self-evaluation report, p.16

⁶ see: self-evaluation report, p.15

⁷ see: self-evaluation report, p.18

international standards. Therefore, the Master of Accounting consistently organises its learning programmes with full reference to an international education standard. Besides, the University's strategic plan is also used as the basis for ensuring that the main objectives and qualifications of the study programme follow the overall missions of the University.

Appraisal:

The reasons given for the positioning in the educational market of this study programme are plausible. However, the panel also **recommends** positioning the study programme outside of Indonesia to promote the mission of the University to become an entrepreneur University with international standards.

The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plausibly set forth. Most graduates are already employed during their studies in the public or private sector as accountants or internal auditors. The panel had the impression that the University could obtain even more information from the tracer studies and thereby strengthen its strategic position on the job market. Therefore, the panel **recommends** structuring the feedback from tracer studies and obtaining feedback about the employers.

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

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

2. Admission

The recruitment system of prospective students of the Master of Accounting study programme at the Faculty of Economics and Business is regulated in the New Student Admissions Manual and Academic Guidelines. They are compiled based on the Rector's Decree No. 243/USAKTI/SKR/XI/2012, concerning Guidelines for New Student Registration for Undergraduate, Masters, Doctoral and Diploma Levels of Universitas Trisakti, as well as Universitas Trisakti Rector's Decree No. 090/USAKTI/SKR/III/2009, regarding Policy for Admission of New Student Candidates. The target of prospective students is S1/D4⁸ graduates of all study programmes and graduates of Professional Accountant Education (PPA). The new student admissions can be accessed on the website⁹ of the University. This website provides information and procedures for new student admissions. The prospective students can search the contents of the web information, for example, brief information about the type of entrance path, registration procedures, lecture time, the cost of each programme and the type of test to register as a prospective student. In addition, students can also access a particular website for the Master of Accounting programme¹⁰, which provides all information on the study programme.

The recruitment systems for new student admissions are as follows:

Candidates, must fulfil the following requirements:

1. Graduated from an undergraduate study programme or Accountant Professional programme that is at least accredited B (national accreditation).
2. Have a minimum TOEFL and Academic Potential Test (TPA) score of 500; with TOEFL 450 it is also possible to start and work on the language proficiency during the studies for students who graduated from Trisakti in their undergraduate degree.
3. Pass the entrance examination that consists of the following test subjects: Financial Accounting, Management Accounting and Auditing.

Exception: Candidates may waive the entrance examination if they meet any of the following conditions:

- a. Candidates who come from A accredited undergraduate study programme and have a minimum GPA 3.25 (scale 4), or
 - b. Alumni of B accredited accounting study programme with GPA \geq 3.50 (scale 4), or
 - c. Accountant Professional graduates can choose the conversion pathway.
4. Pass the interview.

The main purpose of the interview is to make sure that candidate has strong motivation, academic ability, good attitude and financial support.

The interview is carried out by the Head of the study programme or a senior lecturer and focuses on the following points

1. Intention to study (Prospective students can explain well the reasons for participating in this study and for choosing Universitas Trisakti),
2. Background of the candidate: academic and non-academic,

⁸ Sarjana 1: Bachelor degree; Diploma 4 = Equivalent to a bachelor's degree

⁹ see: <https://spmb.trisakti.ac.id/landingpage> (last access February 2, 2023)

¹⁰ see: <https://maksifeb.trisakti.ac.id/> (last access February 2, 2023)

3. The candidate's perception about the Master of Accounting programme,
4. Post-study plans (Prospective students are able to convince that the Master of Accounting programme is one of the milestones in their career).
5. Financial support (Prospective students can provide certainty of financial support during study),
6. The subject interest,
7. The research interests.

The decision to accept a candidate is based on the following criteria:

1. Pass the administrative requirements,
2. Pass the entrance examination with a minimum score of 65 for each test subject ,
3. Have strong motivation, good behaviour and have financial support.

Furthermore, the programme offers matriculation courses in order to bridge the existing knowledge of prospective students to the courses given during the study in the Master of Accounting. These courses are intended for prospective students whose undergraduate educational background is not from Accounting or who did not pass the entrance examination. The courses run for one semester. Prospective students are required to join this programme to be eligible to enter the regular classes after passing the matriculation courses with a minimum score of 70 for each subject. The matriculation course includes Financial Accounting and Management Accounting.

Counselling for prospective students

Prospective students are provided with orientation by public relation of the Master of Accounting programme. The University has a secretariat for the Master of Accounting programme and the Faculty of Economics and Business located on Campus A, Building I, 1st floor (Basic), Universitas Trisakti, Jl. Kyai Tapa No. 1 Grogol, Jakarta 11440.

Counselling services for prospective applicants, existing students and alumni are provided from various channels, including:

- Counselling on campus (secretariat and faculty offices)
- Official e-mail at: maksitrisakti2020@trisakti.ac.id
- Hotline: +6221-5663232 Ext. 8322 which can be reached from 8.30 am to 3 pm
- WhatsApp: +62 813-1775-9115 until 8 pm

Furthermore, the study programme has various social media as interactive counselling tools, including:

- Instagram: maksitrisakti: <https://instagram.com/maksitrisakti> and
- Facebook Maksi Trisakti: <https://www.facebook.com/maksi.trisakti>.

Counselling services provided by the Master of Accounting programme include information on:

- Admission,
- Academic Advising,
- Certification programme,
- Student Conduct,
- Internships,

- Job vacancies.

Selection procedure

Selection procedure is defined by the requirements of the University and the study programme. Prospective students are placed into the programme based on their prior achievement and/or entrance exam result.

The stages of application include registration on the website and submitting required information and documents.

All applications are evaluated by the University on the basis of the online application form, including the GPA, TOEFL and TPA score, the accreditation of undergraduate programme and entrance exam result. The decision to admit a candidate is taken by the selection committee which consist of the Head of the study programme, secretary of the study programme and two senior lectures appointed by the Head of the programme.

New student admissions are conducted two times in one year (once per semester).

Foreign language proficiency

Foreign language proficiency for all prospective students to be accepted as a student of the Master of Accounting programme is one of the mandatory requirements, which must be proven by taking a minimum TOEFL test score of 500. However, during the on-site visit, the panel learnt that students might also be accepted with TOEFL 450 and can improve their language skills during their studies, if they have graduated from their undergraduate studies at Universitas Trisakti.

In improving foreign language skills, Universitas Trisakti has a facilitating institution, namely the Faculty of Economics Trisakti English Centre (FETEC), which can be accessed through the website of the centre¹¹.

The programmes implemented include:

- TOEFL Training – ITP & Preparation
- TOEIC Training – Test and Preparation
- Conversation Class

English language skills are implemented by using textbooks as learning references, international journals and discussing global cases. As an outcome of research seminar courses, students must publish research results in international journals or seminars. The TOEFL test is also required for the final thesis examination, with a minimum score of 500.

Transparency and documentation of admission procedure and decision

Admission procedures are posted on the website of the Master of Accounting programme and on the student admission selection website, for national and international students. Technically, the Secretariat of Master of Accounting programme appoint the committee to prepare for the exam questions, and then they prepare the examination process, manage the exam results and draw up

¹¹ see: <http://www.myfetec.net/> (last access February 2, 2023)

an interview schedule for all prospective students. The results of the entrance examination are communicated through the programme chair's decision letter and distributed through the prospective students email and posted on the Master of Accounting website. Those who pass will get a student identification number from the Academic Administration Bureau (BAA) of Universitas Trisakti.

Appraisal:

The admission process takes into account the national requirements of Indonesia. The admission requirements are defined and comprehensible with the exception of the language requirements for the programme. In general, prospective students are required to have a TOEFL 500 in order to enrol in the programme. However, the panel learnt during the on-site visit that exceptions are allowed and it is also possible to start studying with a TOEFL 450 and work on the language proficiency during the studies. TOEFL 500 must be achieved at the time of graduation.

Therefore, the panel recommends the following **condition**:

- The University clarifies the language requirements for the study programme for all students (TOEFL 450 or 500) and incorporates the requirements into the admission regulation.

Applicants can directly turn to a student counselling service at the Faculty of Economics and Business or to the helpdesk at the new student centre of the University for clarification of specific questions regarding admission, of personal aptitude of career perspectives. Personal dialogue between applicants and Universitas Trisakti is provided by defined office hours, by telephone, via e-mail and social media. The panel was very impressed by the different opportunities that are offered to prospective students to get in contact with the University and representatives from the study programme to ensure fulfilling the target group's needs. The University and the Faculty also have an open door policy and offer counselling via WhatsApp which ensures a constant availability for prospective students and a quick reaction to incoming enquiries.

The selection procedure is transparent and ensures that qualified students are admitted. The University is obliged by national requirements to also accept Bachelor students from other fields than Accounting or Economics. The University has therefore designed a selection process that takes these requirements into account and at the same time ensures that students can successfully complete their studies. This includes an entrance examination and an interview test.

Professional experience is not required to study in the Master of Accounting programme.

The admission requirements for required language proficiency level or required result in a concrete language test seem to be too low for the ambitions of the study programme (TOEFL 450 or 500), particularly if they want to further enhance the internationality and have lectures in English language.

Therefore, the panel recommends the following **condition**:

- The University enhances the required English level for the Master of Accounting study programme.

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

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

3. Contents, structure and didactical concept of the programme

3.1 Contents

The Master of Accounting Programme is a 45-credit, two year study programme taught in four semesters with 15 courses. Course contents are detailed in the course descriptions. Each Course has a set of Course Learning Outcomes (CLOs) describe what students should be able to demonstrate at the end of course – and which is linked to the programme learning outcomes (PLOs).

Students are required to acquire knowledge following the competencies contained in the operational curriculum of the study programme. The curriculum is directed to solve problems in accounting, where each course is designed to improve analytical skills (KKNi level). The learning process includes interactive, holistic, integrative, scientific, contextual, thematic, practical and collaborative nature that is student centred. In solving work and business problems, students are provided with examples of cases oriented to the characteristics of the learning process.

In first semester and second semester, students take compulsory and elective subjects, in semester 3 they choose one of the following concentrations: Internal Audit, Forensic Audit, Information System, Public Sector Accounting, Financial and Tax Reporting, Financial Accounting and Shariah Business or External Audit.

Table 2: Concentrations of Master of Accounting

Code	Compulsory	Code	Elective
EAK8331	Financial Reporting	ECI8314	Accounting and Management in Zakat , Infaq and Shadaqoh
EPK8741	Fiqh Muamalah	EAN8301	Akad , Governance, and Sharia Ethics
ECD8609	Research Methodology	EAS8301	Digital Accounting
EAK8720	Big Data Analytics	ECD8314	Business Law and Services Marketing
ECI8713	Advanced Management Accounting and Management Control System		Internal Audit Concentration
EAK8332	Proposal Seminar		Forensic Audit Concentration
EAL8701	Sustainability Accounting		Information System Concentration
ECI8704	Advanced Taxation		Public Sector Concentration
ECK8700	Thesis/Internship		Financial and Tax Reporting Concentration
EAP 8301	Paper Publication		External Audit concentration
Internal Audit			
ESC8601	Supply Chain and Logistics Management		
EAN8602	Risk Management and Governance		
EAS8302	Data Management and Databased System		
EAP8301	Paper Publication		
Forensic Audit			
ECK8718	Psychology of Audit		
EAS8306	Forensic Digital		
EAK8712	Fraud Prevention System, Fraud Detection and Asset Tracking		

Information System Concentration			
EAS8305	IT Audit		
EAS8303	Technology Innovation in Accounting		
EAS8304	IT Governance		
Public Sector Accounting			
ESP8702	Financial Auditing of Public Service Agency/Central Government/Regional Government		
ESP8701	Financial Case in Public Service Agency/Central Government/Regional Government		
EPK8301	Strategic Management and Public sector risk		
Financial and Tax Reporting Concentration			
EPK8302	Financial reporting and Tax Aspect		
EAP8302	International Tax and Investment Management		
EPK8303	Tax and Financial Reporting Case		
Financial Accounting and Shariah Business			
EPK8740	Advanced Sharia Financial Accounting		
EPK8304	Business Risk Management and Sharia Compliance Audit		
EPK8305	Financial Accounting Case and Sharia Business		
External Audit			
EPK8306	Auditing and Public Accountant Ethics		
EMK8301	Financial Management and Risk Management and Business Strategic		
EAU8301			

The compulsory and elective courses are based on the following curriculum:

Table 3: Curriculum

Description	Course Code	Title of Modul/ Course Unit	Credit Points per Semester			
			1	2	3	4
Semester 1	EAK8331	Financial Reporting	3			
	EPK8741	Fiqh Muamalah*	3			
	ECD8609	Research Methodology	3			
	EAK8720	Big Data Analytics	3			
	ECI8713	Advanced Management Accounting and Management Control System	3			
	EAK8332	Proposal Seminar	3			
	Total			15		
Semester 2	EAS8301	Digital Accounting		3		
	EAL8701	Sustainability Accounting		3		
	ECI8314	Accounting and Management in Zakat , Infaq and Shadaqoh*		3		
	ECD8314	Business Law and Services Marketing*		3		
	ECI8704	Advanced Taxation		3		
	EAN8301	Akad , Governance, and Sharia Ethics*		3		
	Total			12		

Semester 3							
Internal Audit*	ESC8601	Supply Chain and Logistics Management				3	
	EAN8602	Risk Management and Governance				3	
	EAS8302	Data Management and Databased System				3	
	EAP8301	Paper Publication				3	
	Total						12
Forensic Audit*	ECK8718	Psychology of Audit				3	
	EAS8306	Forensic Digital				3	
	EAK8712	Fraud Prevention System, Fraud Detection and Asset Tracking				3	
	EAP8301	Paper Publication				3	
	Total						12
Information System*	EAS8305	IT Audit				3	
	EAS8303	Technology Innovation in Accounting				3	
	EAS8304	IT Governance				3	
	EAP8301	Paper Publication				3	
	Total						12
Public Sector Accounting*	ESP8702	Financial Auditing of Public Service Agency/Central Government/Regional Government				3	
	ESP8701	Financial Case in Public Service Agency/Central Government/Regional Government				3	
	EPK8301	Strategic Management and Public sector risk				3	
	EAP8301	Paper Publication				3	
	Total						12
Financial & Tax Reporting*	EPK8302	Financial reporting and Tax Aspect				3	
	EAP8302	International Tax and Investment Management				3	
	EPK8303	Tax and Financial Reporting Case				3	
	EAP8301	Paper Publication				3	
	Total						12
Financial Accounting and Sharia Business*	EPK8740	Advanced Sharia Financial Accounting				3	
	EPK8304	Business Risk Management and Sharia Compliance Audit				3	
	EPK8305	Financial Accounting Case and Sharia Business				3	
	EAP8301	Paper Publication				3	
	Total						12
External Audit*	EPK8306	Auditing and Public Accountant Ethics				3	
	EMK8301	Financial Management and Risk				3	
	EAU8301	Management and Business Strategic				3	
	EAP8301	Paper Publication				3	
	Total						12
Semester 4	ECK8700	Thesis / Internship				6	
	Total					15	12
	Grand Total					15	12
					12	6	
					45		

To ensure that programme objectives, graduate attributes and PLOs are embedded into the curriculum design, the following curriculum mapping is applied:

Table 4: Mapping PLO and CLO

Programme Learning Outcome (PLO)	Compulsory Subject Learning Outcome (CLO)	Subject	Description
PLO 1	Demonstrate an attitude of responsibility for work in their field of expertise independently.	Internship	Concentration Compulsory
		Thesis	Compulsory
PLO 2	Mastering the concepts, theories, methods and or philosophies of Financial reporting	Financial reporting	Compulsory
	Mastering the concepts, theories, methods and or philosophies of Financial reporting	<i>Fiqh Muamalat</i>	Compulsory
	Mastering the concepts, theories, methods and or philosophies of Shariah	Accounting and <i>Ziswaf</i> management	Concentration Compulsory
	Mastering the concepts, theories, methods and or philosophies of management accounting	Advanced Management Accounting and Management Control System	Compulsory
	Mastering the concepts, theories, methods and or philosophies of taxation	Advanced Tax	Compulsory
	Mastering the concepts, theories, methods and or philosophies of International tax	International Tax	Concentration Compulsory
	Mastering the concepts, theories, and or philosophies of business law and service marketing including the implementation to solve the problem	Business Law and Service Marketing	Compulsory Elective
PLO 3	Able to operationalise statistical tools to conduct research	Research Methodology	Compulsory
PLO 4	Able to apply sustainability to the business environment	Sustainability Accounting	Compulsory
PLO 5	Able to publish scientific papers in national and/or international reputable media.	Paper Publication	Compulsory
PLO 6	Able to apply the concept of big data analytics in making strategic decisions	Big Data Analytics	Compulsory
	Able to utilize technology to improve work efficiency and effectiveness	Big Data Analytics	Compulsory

Rationale for degree and programme name

The Master of Accounting programme was established to provide opportunities for stakeholders to pursue further studies at Master level in Accounting. The degree awarded is Master of Accounting

(M.Ak.). The study programme name is adjusted to the terminology that has been regulated based on the Decree of the General Director of Learning and Students, Number 46/B/HK/2019. The programme's name is determined based on the Decree of the Directorate of Higher Education, Ministry of Education and Culture Number 135/Perguruan Tinggi/KEP/1999. The Master of Accounting programme name has described the field of Accounting at postgraduate level and accounting professionals, namely accountants.

Integration of theory and practice

Theory and practice are linked in learning through the case studies learning process applied to all subjects. Case studies are based on real cases in current practice in both national and international companies. In semester 3, students who choose the External Audit Concentration must do an internship for one semester. The main purpose of the internship is to fulfil the professional experience obligations listed in International Education Standard 8 (Professional Competence for Engagement Partners Responsible for Audits of Financial Statements) and fulfil the requirements set by Indonesia Institute of Public Accountant (IAPI). Students are only allowed to intern at *Kantor Akuntan Publik* (KAP) for six months, supervised by two supervisors, namely field supervisors and academic supervisors. Internship activities may only be carried out at KAP which has an MOU with the Master of Accounting programme. In addition, the activities carried out during the internship must include the role of an audit manager. The internships are regulated by the internship regulation.

Interdisciplinary thinking

There are seven interdisciplinary courses or the equivalent of 21 SKS credits. Interdisciplinary courses are spread over semesters 1 to 3. The interdisciplinary courses that students must take each semester are presented in the following table:

Table 5: Courses on interdisciplinary thinking

Semester 1 (Compulsory)	Semester 2 (Compulsory)	Semester 3 (Elective).
Big Data Analytics (3 credits)	Business Law and Services Marketing (3 credits)	Supply Chain and Logistics Management (3 credits)
		Risk Management and Governance (3 credits)
		Data Management and Databased System (3 credits)
		Strategic Management and Public Sector Risk (3 credits)
		Sharia Business Risk Management (3 credits)
		Innovation Technology (3 credits)

Cross-disciplinary courses have been developed following Level 8 of Indonesia Nasional Qualification Framework (KKNI) to enable Master of Accounting graduates to solve science, technology and/or art problems in their scientific fields through an internal or multidisciplinary approach.

Ethical aspects

The ethical aspects are directly contained in business law, service marketing and financial reporting (corporate governance and professional ethics). In addition, Universitas Trisakti also has a code of ethics for students, employees and research (Research Implementation Guidelines: In carrying out research activities and scientific publications, every researcher at Universitas Trisakti needs to comply with general academic ethical principles. These principles are benefit, integrity, accountability and openness). The ethical aspect is also contained in the Special Quality Standards for Students and Alumni of Universitas Trisakti. The academic community must pay attention to the values of Trikrana (devoted, diligent, skilled, learned, caring, compassionate, brave, loyal and sportive) in the University. Trikrana values are integrated into all courses through various activities, such as group assignments or final projects.

Methods and scientific practice

Three courses were developed to ensure students' competence in carrying out scientific activities, namely: Research Methodology (3 SKS credits/CPE), Paper Publication (3 SKS credits/CPE) and Thesis Writing (6 SKS credits/CPE). These courses are compulsory in all concentrations of the study programme and ensure that students are able to work scientifically. Moreover, there is a course on Big Data Analytics.

In the paper publication course that is implemented in each concentration, the decision to pass or fail is determined by the success of publication in international journals/seminars.

Furthermore, the study programme encourages students to carry out research activities independently or with mentors from lecturers, namely in research methodology courses, papers publication and theses.

Examination and final thesis

The Master of Accounting programme has set standards for determining the evaluation of students' academic performances. The academic performance appraisal standards are documented in the Academic Guidance Book. In this document, a grading system mechanism has been established.

This manual also explicates several important information, such as the minimum number of attendance that the students must meet as a requirement to take exams, procedures for conducting mid-semester and final semester exams and procedures for implementing and assessing thesis exams. Mid-semester exams will be given after seven lecture sessions are completed. Likewise, the final exams are performed after 14 lecture sessions are completed. Both mid-semester and final exams are scheduled strictly according to the academic calendar set by the University. The lecturers generally have the flexibility in determining the mode of examination while still paying attention to the evaluation to assess students' academic performance, which must be in accordance with the learning outcomes explained in the syllabus. The thesis defence serves as the final test for students to assure that students can make scientific contributions. In addition, this exam attempts to evaluate the students' abilities to conduct scientific research properly. The procedures, criteria and rules for this thesis defence are documented in the thesis manual, disseminated to all students.

The thesis defence follows the schedule set by the thesis supervisor and the students. The proposed thesis defence schedule will be reviewed and approved if all academic and administrative requirements have been met. The students are declared to have passed the thesis examination with a minimum score of B.

Students will take the mid-semester exam (UTS) and the final semester exam (UAS) to evaluate the lecturer's understanding and absorption of the curriculum material. The learning evaluation assessment fulfils five principles: educative, authentic, objective, accountable and transparent, integrated into the course assessment rubric. Assessments by lecturers are uploaded in the Student Information System (SIS).

Appraisal:

The curriculum adequately reflects the qualification objectives of the study programme. The contents of the courses are well-balanced, logically connected and oriented towards the intended learning outcomes. The areas of concentration (compulsory electives) or optional electives enable students to acquire additional competences and skills. However, the panel is of the opinion that the study programme could increase differentiation between the concentrations that are offered. Therefore, the panel strongly **recommends** adding qualification objectives that specify the competences and skills specifically for the concentrations. This would allow a stronger focus and sharpen the profile of graduates to enhance the job possibilities for students (see chapter 1.1). Moreover, the panel suggests including more contents on entrepreneurship and sustainable business practices.

Furthermore, the panel is of the opinion that there is room for improvement regarding the curriculum overview (see condition in chapter 3.2).

The degree and programme name correspond to the contents of the curriculum and the programme objectives. The panel acknowledges that there is a national regulation for the naming of study programmes in Indonesia by the Indonesian Ministry of Research, Technology and Higher Education.

Theoretical questions are, where possible, explained by means of practical examples, such as case studies. The concentration of External Audit also includes a compulsory internship.

There is evidence that the programme qualifies for interdisciplinary thinking, such as statistics, service marketing and business law, as well as big data analytics.

Ethical implications (for example those of economical or juridical ways of thinking and acting) are appropriately communicated. This particularly applies to the values of Tridharma that are included into the programme, as well as Sharia Accounting.

Students acquire methodological competences and are enabled to do scientific work on the required level. Methodological competences and scientific practice are thoroughly trained. Students are equipped with the necessary skills for research-oriented work and for applying those

skills in the respective vocational fields. This is especially incorporated in the compulsory course on research methodologies, as well as the course on paper publication that is part of every concentration of the programme. Furthermore, the study programme also includes a course on big data analytics.

All exams, as they are defined for the courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. However, the panel **recommends** offering a greater variety of exam formats that corresponds to the didactical concept, which shall support the acquisition of different competences and skills.

The final theses are evaluated based on previously published and coherently applied criteria, rules and procedures. The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives. However, the panel had the impression that students struggle with completing the final thesis due to the fact that most students are also working during their studies. Therefore, the panel **recommends** increasing support for students with an additional course on writing skills or considering to offer a practical research project that is based on their work instead of a thesis. This might support students in successfully finishing their studies.

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

3.2 Structure

Projected study time	4 semesters, 2 years
Number of Credit Points (CP)	45 SKS credits/ 72 ECTS credits
Workload per CP	40 hours per SKScredit
Number of courses	15 courses (9 compulsory courses, 6 electives/concentration courses)
Time required for processing the final thesis and awarded CP	6 months (1 semester), 6 SKScredits
Number of contact hours	600 hours

The programme is a two year (four semesters) study programme with a total of 45 SKS credits. Each academic year consists of two academic semesters, odd and even semester. Each regular semester lasts 16 weeks with two weeks for midterm and final tests.

The Indonesian credit point system (SKS credits) can be converted into the European Credit Transfer System (ECTS). One SKS credit consists of 170 minutes per week that are (50 minutes face to face lecture, 60 minutes of structured academic activities, 60 minutes of self-study activities):

- 1 SKS = 170 minutes
- 1 credit point = 25 to 30 hours (according to ECTS guideline)
- One credit programme is equivalent with = 40 / 25 hours = 1.6 ECTS

A semester has sixteen weeks, including two weeks allocated for midterm and final examination. In general, for courses with 1-3 SKS credits, face-to-face or online activities consist of 14 meetings and two meetings for exams.

Figure 1: Programme structure

Category	Semester 1	Semester 2	Semester 3	Semester 4
Mandatory	Big Data Analytic 3	Sustainability Accounting 3		Tesis 6
	Advanced Management Accounting and Management Control System 3	Digital Accounting 3		
	Research Method 3			
	Proposal Seminar 3			
Choice	Financial Reporting* 3	Accounting & Management in Zakat , Infaq and Shadaqah * 3		
	Fiqh Muamalah* 3	Business Law & Services Marketing* 3		
		Advanced Taxation* 3		
		Akad , Governance, and Sharia Audit * 3		
Specialization			Internal Audit 9	
			Eksternal Audit 9	
			Forensic Audit 9	
			Financial Reporting and Taxation 9	
			Public Sector Accounting 9	
			Financial Accounting and Sharia Business 9	
			Information System 9	
			Paper Publication 3	
	Sub Total 15	Sub Total 12	Sub Total 12	Sub Total 6

Study and exam regulations

The implementation of learning activities is regulated in the Academic Guidelines. Academic Guidelines must be prepared based on the regulations which both the government and the University have established. Scores are determined based on various methods (depending on the

subject). There are two forms of exams used to evaluate students' understanding and competence: mid-semester exams and final exams. The assessment takes several forms such as written examinations, essays, projects, case studies and presentations. The determination of assessment standards is an integrated part of the learning process. Student attendance and examination have two requirements. The students must meet a minimum of 70 % (from 14 class meetings). With less than 70 % of attendance records, the students cannot take the exam and they will automatically get 'E' (failed).

To graduate from the programme, the students must have 45 SKS credit points with a GPA of at least 3.25 (of 4.00). Students must take two stages of exams for the thesis defense: the thesis proposal exam and the thesis exam. Students must earn a "B" as a minimum thesis examination grade to pass the thesis defense. All information on students' attendance and scores can be accessed through the academic information system (SIAP).

Table 6: Grading system

Score	Grade
80 – 100	A
77 – 79.99	A-
74 – 76.99	B+
70 – 73.99	B
66 – 69.99	B-
62 – 65.99	C+
56 – 61.99	C
45 – 55.99	D
< 45	E

Feasibility of study workload

The Master of Accounting has established a policy in which each student can take a maximum of 4-5 courses from the first semester to the third semester and only take the thesis and an optional internship in the fourth semester. For the External Audit concentration, there is a compulsory internship in the third semester. The total learning load is twelve SKS credits per semester, except in the final semester, where 6 SKS credits are awarded for the thesis. Each semester, students can only take a maximum of 15 SKS credits, if GPA < 3 can only take a minimum of 12 credits. Students are declared to have graduated if they have taken 45 SKS credits, with a minimum GPA of 3.25 and without C graded in all subjects. If students are unable to obtain a C grade in any subject, then they must retake the course in the following semester.

The academic field covers Tridharma including education, research and PKM. The learning process is carried out based on student-centred learning. In the field of research, students are required to prepare a paper that can be published in an international journal or international conference, at least once during their education period and integrated in the curriculum with a weight of 3 SKS

credits. Other activities such as community service are carried out together with lecturers or with Student Communication forum.

Community service (PKM) is an activity of the academic community that utilises science and technology to advance the welfare of society and educate the nation's life. PKM can be conducted with internal and or external funding support. This activity is an extracurricular activity for students that can increase students' empathy for economic, social, and cultural problems that occur in society. PKM activities come in many forms and are incidental. PKM is not integrated into the curriculum because it is voluntary. The activities will be recognised in the certificate accompanying the diploma.

The following are the types of PKM activities:

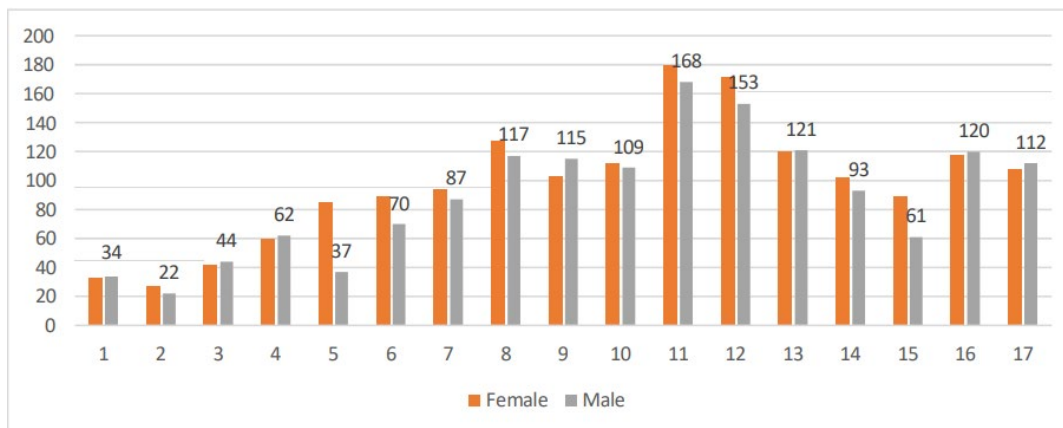
1. Community Partnership Program (PKM);
2. Entrepreneurship Development Program (PPK);
3. Orphan charity;
4. Campus Intellectual Product Business Development Program (PPUPIK);
5. Regional Partnership Program with village.
6. Regional Partnership Program between Corporation;
7. Teaching senior high school students, cooperation with Jakarta Government.

Equality of opportunity

The Master of Accounting provides equal enrolment opportunities to all prospective students regardless of race, religion, gender and physical condition. All prospective students must fulfil the same selection procedure. In the learning process, the study programme has also established a policy that all lecturers, staff and students have equal opportunities and access to various facilities such as libraries, internet and computer access, seminar rooms and various facilities related to academic interests. The University also provides scholarship facilities for underprivileged students. For the needs of international students, Universitas Trisakti also provides an international office. It includes helping international students in many ways, such as providing convenience and protection while in Indonesia, including assisting in housing and administrative matters, especially study permits and ensuring security while in Indonesia.

Students of the programme are balanced with regard to gender. This is shown in the following graph:

Figure 2: Students Profile 2004-2020



Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of courses and assigns Credit-Points (CP) per course on the basis of the necessary student workload. Practical components are designed and integrated in such a way that CP can be acquired. However, the panel noticed that the course descriptions did not provide all information defined in the ECTS Users' Guide and that the information are not consistent throughout the documentation (curriculum and course descriptions). Particularly, there were no prerequisites mentioned in the course descriptions, although it is a Master programme. The panel, however, saw from the entrance examination and the course materials that the students do need prior knowledge in the field of Accounting in order to be able to follow and successfully complete the courses.

Therefore, the panel recommends the following **condition**:

- The University updates and aligns the course descriptions and the curriculum.

For the course descriptions, it is necessary to include prerequisites, update the literature, align the course codes that they are identifiable and transparent, include international contents and mention the form of examination.

For the curriculum overview, it is necessary to align the documents, have a comprehensive curriculum, which clearly states what is mandatory, what is elective, what electives are part of which concentration, as well as correct the course codes.

Furthermore, the panel is of the opinion that the number of SKS credits for the final thesis seems to be quite low with regard to the workload. Therefore, the panel **recommends** that the actual workload and the number of SKS credits be aligned.

There is no evaluation of the actual workload for each course of the programme (see chapter 5.). Therefore, the panel is not able to detect whether the number of SKS/ECTS credits corresponds to the actual workload. However, since the programme offers a suitable curriculum design (including adequate number and frequency of examinations, by appropriate support services as well as

academic and general student counselling), the study programme's workload seem inherently feasible.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account national requirements. The panel **recommends** explaining in a more differentiated manner in the study regulations, which materials can be used in written examinations. Not every exam should be an open book exam and this should also be clearly mentioned in the study regulations regarding materials allowed for examinations.

Furthermore, the study programme is designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The Republic of Indonesia has not ratified the Lisbon Recognition Convention.¹² However, the panel learnt that the University stipulates the recognition of periods of study at other HEI and the transfer of obtained credits in the framework of the MBKM or with partner universities (e.g., double degree programmes and international exchanges). Therefore, the panel **recommends** extending the recognition of periods of study to other HEI's. The final grade in the Diploma Supplement is supplied with a relative grade.

The University ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted. However, the University does not have a formal regulation with these offers. Therefore, the panel **recommends** implementing a regulation for equality of opportunity, particularly for students with special needs.

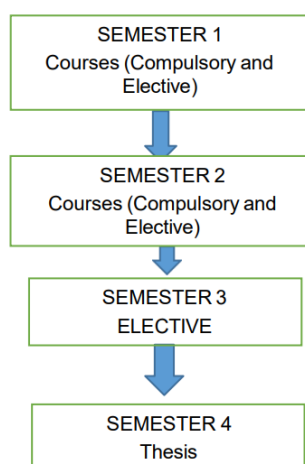
		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)				X	
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk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

3.3 Didactical concept

The Master of Accounting is designed to provide students, often from different and diverse backgrounds, a mix of didactical methods and approaches, which in many cases introduce them to new styles of teaching and learning. This is done so that the programme leads students toward the more independent and less taught methods of learning in the final phase of the programme. The didactic approach is shown in a diagram:

¹² <https://www.coe.int/en/web/conventions/full-list?module=signatures-by-treaty&treatynum=165>

Figure 3: Didactical concept



According to the development of the programme, the teaching and learning methodology also changes as the programme progresses, from knowledge-focused teaching and learning, through understanding, to strategic thinking and practice. The teaching and learning methodologies in the programme are varied, with students experiencing a wide variety of teaching styles and techniques, which is in line with the international teaching team and lecturers' backgrounds. The courses include cases studies, role plays, discussion and debate, project work, computer simulations and excursions to companies. The teaching and learning methodologies encompass knowledge domains, general skills domains (e.g., research skills, but also social skills: communication, conflict resolution skills, teamwork, public speaking), specific skills domain and personal development (PDP, with reflection on personal learning method, skills development and personal development). There is an integration of all these domains, e.g., the final project. In all domains, specific teaching methods exist: oral lecture/interdisciplinary projects for knowledge domains, projects with teamwork, oral presentations, written (research) papers/oral presentation for skills domains, personal reflective modules for personal development and business games/final project for integration.

In all domains, students are assessed following different approaches, enabling them to reach the learning objectives. The students' backgrounds, professional experience and ages vary considerably so that the teaching methods used will stimulate collaboration, reflectiveness and learning from each other's experiences. The courses are evaluated through projects and reports, some in the form of researched-based papers and essays. Through developing research projects within a module, students will be encouraged to include interdisciplinary facets, linking knowledge and understanding gained from other areas of business administration.

Furthermore, during the study weeks or team project weeks, guest lecturers are invited to give students an insight into various aspects of business, research and/or politics.

Each module in semester 1 has a core text from which module content is designed (including case studies), along with several recommended reading texts and journal papers that are linked through an academic handbook that contains a list of all course materials. The core texts have been aligned with the courses' aims and objectives, as have the recommended reading texts. In semester 2,

courses no longer have a single core text and rely more on a mixture of required and recommended reading, in line with the nature of the written group and individual assessments.

Course materials

Lecturers are responsible for preparing their course materials for each course they teach. The University determines for the study programme to prepare course syllabi which include the following:

1. The course outline which contains detailed description, course learning outcome, lecture schedule, teaching strategies and technology application, grading assessment plan, references and course rules. The course file distributed to students one week before the new semester begins. The course materials are based on the established course learning outcomes (CLOs) which are divided into 14 meetings for each subject. Each meeting material is based on text books or papers in international journals as well as current case studies.
2. Course materials: include sample assessment methods, summary of student teaching survey.
3. The course report: contains lecturers' comments on course delivery, results, and course evaluation.

All material can be uploaded and distributed through the student information system (SIS). All course descriptions are available through 'FEBIOLA' for download, plus activities and course content. Presentations used by teachers during lessons are also published online.

Guest lecturers

The study programme aims to educate students to become professionals and academics competent in global accounting practices. To achieve this goal, the Master of Accounting programme has developed innovations in learning methods, including inviting guest lecturers from accounting practitioners and visiting professors to share the latest updates on business issues and trends related to accounting. The guest lecturer programme results in the students' better understanding of the recent business practices, which will be useful to develop their careers in the future. Therefore, the programme invites guest lecturers from accounting practitioners from various industrial fields, academicians and experts from different countries to learn politics, society and culture. The following table presents the guest lecturers in the Master of Accounting programme in the last two years:

Table 7: Guest lecturers

No.	Institution	Topics	Date
1	Fintech Academy, Nanyang Technology University, Singapore	Sustainable Business in Digital Era	9 May 2020
2	Fintech Academy, Nanyang Technology University, Singapore	Why Fintech is a Must Know Skill in The ERA of 4.0	22 June 2020
3	University of Auckland	The Relevance of Accounting in a Digital World	23 July 2020

4	Delft University of Technology, Netherlands	University-Industry Strategic Partnership in Driving Business Excellence in The Digital ERA	October 2020
5	ASEAN Accounting Education Workgroup	Future Financial Planning: Young People Making Smart Choices	November 2020
6	UiTM	New Digital Innovations in Management Accounting	05 November 2020
7	Cambridge Institute of Islamic Finance, UK	Islamic Finance	12 November 2020
8	University Saudi Arabia	Islamic Finance in 4.0 Era	12 November 2020
9	University of Orleans, USA	Fintech Revolution	12 November 2020
10	Brock University, Canada	Digital Transformation and the Black Swan- Pandemic and Risk Management	25 November 2020
11	University of Lodz, Poland	Digital Transformation in Pandemic COVID-19	25 November 2020
12	Vice CEO PT. Pan Brothers Tbk	Smart Planning for Financial Future	20 January 2021
13	Chairman & CEO, Cyberlink Corp	Performance Management in The Emerging Business in Digital Era	21 January 2021
14	University of Burgundy	Sustainability and Management Control	22 March 2021
15	Engel & Volkers, Germany	Impact of ESG on real estate investing	22 March 2021
16	Kiel University of Applied Sciences, Germany	Forecasting and Controlling power consumption in distributed networks – A problem of management accounting?	22 March 2021
17	Linnaeus University, Sweden	Reflections and Concluding Remarks	22 March 2021
18	School of Management Technical University of Munich	Blockchain Technology in Finance and Accounting	7 October 2021
19	University of South Alabama	Overview of Different SEM Types and Recent Methodological Developments (Structural Equation Modeling: Introduction and Overview)	09 November 2021
20	Nickel Mines Limited	Sustainability Manager of Nickel Mines Limited	11 November 2021
21	University of Cambridge, UK	Thriving The Breakthrough Movement to Regenerate Nature, Society and the Economy	11 November 2021
22	CEO OLX Group	Digital Disruption in Automotive	27 November 2021
23	Oryx Gtl, Qatar Petroleum	Introduction to Agile Auditing (A Response to Disruption to Ensure Sustainability)	27 November 2021

Lecturing tutors

The Master of Accounting programme does not hire lecturing tutors in the learning process. Lecturers have full responsibility to perform all learning activities.

Appraisal:

The didactical concept of the study programme is described, plausible and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. Students are encouraged to take an active role in creating the learning process. However, the panel **recommends** diversifying the teaching and learning methods in the programme based on the diversification of the academic field and including methods, such as choice board or flipped-classrooms. Moreover, the panel **recommends** converting these different methods into a comprehensive concept.

The accompanying course materials are digitally accessible for the students via the learning management system. However, the panel has the impression that the course materials provided by the University are outdated in some cases with regard to literature. The panel learnt that the study programme already has a system when it comes to updating materials. However, this system seems to focus on updating case studies that are included into the materials. In order to ensure the further development of the materials by the respective lecturers and in order to prevent outdated slides, the panel is of the opinion that review of the system might support the lecturers in matching of intended learning outcomes and course contents, as well as in the process of continuous quality development (see chapter 5).

Therefore, the panel recommends the following **condition**:

- The University updates the course materials.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work, but also, for example, from culture and politics. The study programme invites international guest lecturers for webinars from other universities, as well as practitioners.

There are no lecturing tutors in the programme. However, the panel is of the opinion that it might be helpful for the students to have lecturing students in the programme, particularly when it comes to the final thesis writing, since this was mentioned as the main reasons for students to drop out of the study programme. Therefore, the panel **recommends** considering to hire lecturing tutors to support the students in the learning process and help them develop competences and skills.

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

3.4 Internationality

In terms of internationality, the curriculum reflects various international and intercultural aspects. The international contents found in compulsory and elective course such as:

1. International Tax
2. Audit and Professional Ethics. The course material based on International Education Standard- 8, Professional Competence for Engagement Partners
3. Sustainability Accounting which is based on Institute of certified Sustainability Practitioners curriculum especially for certified sustainability reporting assurer (CSRA)
4. Advanced Management Accounting and Management Control System material based on The Institute of Management Accountants-USA. Moreover, IMA also provides CMA certification scholarship to ten students every year.
5. Fraud Prevention, Deterrence and Investigation. The course material based on Association of Certified Fraud Examiner (ACFE) syllabus. For reference, more than 90 % of the subject has involved international textbooks, eBooks and international journals. Almost every month held international webinars with speakers from various countries and also host of international webinars or conferences.

Internationality of the student body

Since the academic year of 2015, the Master of Accounting programme has had few international students. Prior to 2015, there were many foreign students from Timor Leste. In 2020, the programme had one foreign student from China. The study programme plans to collaborate with various universities for student exchange and/or dual degrees in the future.

Internationality of faculty

More than 50 % of permanent lecturers are graduates of masters or doctoral programmes from leading universities in Australia (Wollongong, Curtin, Macquarie), Malaysia (UiTM) and the United States. In addition, most lecturers still have international certification in Accounting (CPA Australia and CMA), Certified Responsibility (CSRS-NCSR), Risk Management (CRM) and Chartered Accountant (CA). In the context of the publication of research results, most lecturers have published their research results in international journals. The Master of Accounting also held an international conference once a year, collaborating with foreign universities or the international Professional Association. For instance, in 2021, the Master of Accounting and Asia Pacific Management Accounting Association (APMAA) held the 16th APMAA Conference, where participants attended from 21 countries. Several lecturers have also been invited as speakers in various scientific activities at the international level. They have become reviewers, examiners for doctoral students, members of the International Association (AAA, APMAA), senior director of APMAA and editors at several international journals. Moreover, several lecturers also collaborate with foreign lecturers to conduct research, such as Osaka Sangyo University, Kansai University, UiTM and University of Toronto.

Foreign language contents

As explained before, 99 % of the course materials and references for the learning process use international text books. In addition, in learning activities, MAKSI also invites visiting professors and guest lecturers from Malaysia, Taiwan, Australia, Japan, Qatar and England. In terms of thesis

writing, some students write their thesis in English. Similarly, research publications conducted by lecturers and students, which are then submitted to international conferences and international journals, are written in English. International publication is a mandatory requirement to take the final exam for students. International publication is also required to increasing the functional degree for lecturers. The course also requires students to give presentations in English.

Appraisal:

International contents are an integral part of the curriculum. This includes international cases that are included into the courses, as well as courses on, for example, international tax or sustainability accounting. Students are thus prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment.

Currently, there are no international students in the programme. The panel is of the opinion that more international students might be helpful for domestic students to increase their competences in English. Therefore, the panel **recommends** setting up a concept to attract international students (such as go to study fairs abroad, have more lectures in English). The measures taken to promote internationality should be goal-oriented.

The international composition of the faculty (teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The measures taken are goal-oriented. Subsequently, the panel **recommends** including professors from other countries also as guest professors for one semester.

The panel is of the opinion that the proportion of foreign language courses and required foreign language materials with regard to the qualification objectives of the study programme could be improved. Therefore, the panel **recommends** including more English into courses and increasing the active use of foreign languages.

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

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

The curriculum has been designed not only based on accounting knowledge and skills but also to meet interdisciplinary aspects such as economic, legal, technology and cultural aspects. This multidisciplinary aspect is represented by Digital Accounting, Strategic Management Accounting, Big Data Analytics, Business Law and Service Marketing, Audit Psychology and Strategic Management. Soft skills such as communicating, collaborating and making decisions are shaped

through various tasks, either independent or in a group, namely entrepreneurship projects, group discussions, presentation tasks, thesis preparation and internships. Therefore, the curriculum is prepared by providing a variety of competency-based learning integrated according to the educational level to achieve the graduate profile of D'PRO EGC (Decision Maker, Professional, Entrepreneur and Global Competitiveness).

Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the course descriptions. This is supported by means of suitable didactical and methodological measures, such as group discussions and group presentations. However, it is a stated aim and part of the strategy of the University to have more entrepreneurs in Indonesia that graduated from Universitas Trisakti. The panel is of the opinion that the study programme should increase the acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge to achieve this goal.

Therefore, the panel recommends the following **condition**:

- The University includes more leadership skills into the curriculum.

This could, for example, be facilitated by a course in international business communication that could be set up as a new course or be part of one of the existing course. It might be helpful to include someone from another faculty who could be included into the programme.

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

3.6 Skills for employment / Employability (Asterisk Criterion)

The programme has stipulated a policy emphasising that its graduates have reliable competencies, which are inevitably useful to increase their competitiveness in getting jobs. The programme has equipped its graduates with attitude, skills and competencies and it also provides a balanced proportion of theoretical and practical knowledge. This includes case studies, company visits, internships (particularly in External Audit concentration), as well as practical projects and the inclusion of the prior business experience from students.

Furthermore, in order to prepare its graduates with various competencies, the study programme provides facilities for students to take part in certification training programmes in management accounting, forensics and auditing that will support students' qualifications to find a job after graduation.

Appraisal:

The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its courses. This particularly applies to the concentration on External Audit that includes an internship.

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

4. Academic environment and framework conditions

4.1 Faculty

Universitas Trisakti has a core team of educators who have permanent contracts and also not permanent lectures from industry. They also have key roles in the management of the programmes, the schools, student support or in areas such as research, external relations or staff development. Universitas Trisakti has employed staff both on the basis of direct employment and on the basis of freelancer.

From the documents it can be seen that at least 80 % of faculty teaching on the Master of Accounting programme has an academic qualification equivalent to a PhD. Every module is taught by at least two lecturers one of which has an academic qualification equivalent to PhD.

The process of advertising for staff and hiring staff is managed directly by the University and operationally carried out by the HRM department that carries out verification procedures. All teaching staff on Master of Accounting programmes must first be approved and appointed by the HRM department. Universitas Trisakti supports its entire employed staff in their possible further academic development, through time for research, funding for publications, and agreements on support and possible joint supervision of faculty in a PhD programme.

The number of permanent lecturer in the Master of Accounting programme is 29, consisting of professors, associate professors and professor assistants. All of them have a suitability in the field of expertise with the subject being taught; 20 lecturers are practitioners. Moreover, the programme employs ten part-time lecturers.

The number of lecturers are shown in the following table:

Table 8: Academic staff

Lecturers	Master of Accounting programme
Full-time lecturers:	
Professors	4
PhDs	25
Master	0
Total	29
Part-time lecturers	10
Total	39

Academic qualification of faculty

Based on the DIKTI regulations and the policy of the FEB of Universitas Trisakti, the permanent lecturers of the study programme must have a doctorate.

Universitas Trisakti has employed staff both on the basis of direct employment and on the basis of freelancer. The following aspects have been maintained for the Master programme:

- Only Doctor's level qualified staff are employed to teach in Master programmes. This conforming to an agreement of all universities of applied sciences with the Ministry of Education to reach 90 % Master's level teachers on Bachelor's programmes. For practitioner, they must have minimum Master Degree and Work Experience at least five years, with current position at manager level.
- Each permanent lecture must fill in lecture work load portfolio on yearly basis.
- Trisakti has stimulated life-long learning by encouraging its teachers to further their studies.
- Trisakti has required all teaching staff without pedagogical qualifications to follow its own teaching and learning workshops leading to a teaching & learning certificate by Universitas Trisakti.

The further qualification of faculty members is carried out in accordance with Universitas Trisakti senate decision no 007/SKS/USAKTI/II/2012, concerning the regulation 007/SKS/USAKTI/II/2012 of the university senate, faculty senate and departmental council as well as FEB of Universitas Trisakti quality assurance standards.

Didactical qualification of faculty

In the teaching and learning process, the Master of Accounting has qualifications determined by the University; lecturers who teach in the programme must have doctoral qualifications. The pedagogic qualifications of the lecturers are evaluated every semester by looking at the Tridharma activities of higher education, including education and teaching, research and community service and supporting higher education Tridharma activities based on the lecturer workload (BKD) determined by Indonesia Higher Education Authority (DIKTI). BKD comprises course credits that a lecturer must achieve in carrying out the Tridharma of higher education. The University has determined that a lecturer must have a minimum of 12 credits of BKD composition and a maximum of 16 credits. Every semester, the internal assessor evaluates the feasibility of the workload of each lecturer; if it does not meet the specified qualifications, it will not be given incentives every month by the government.

Universitas Trisakti has at least twenty members of teaching staff with an external pedagogical qualification, of whom some also have a pedagogical degree. The University is also supported by external advisors and educationalists, who are available at certain times of the year to provide training and advice on methodology.

Practical business experience of faculty

Most of the programme lectures have experience in business and/or professional certificates. Out of 28 lecturers, 20 are practitioners. The only exceptions are possibly researchers, who have a different type of relevant experience and knowledge acquisition history. Regarding lecturers who have practical experience, all courses in the Master of Accounting programme in each semester are taught by two lecturers from academics and practitioners. Lecturers who come from practitioners have more than 25 years of experience, such as Indonesia's National Government Internal Auditor (BPKP), The Audit Board of Republic Indonesia (BPK), Public Accountant Firm, Directorate General of Taxes and also banking industry. Practitioners come from government and private institutions, whether as BOD, CFO, commissioner and sharia supervisory board. Thus, students can gain insight

from the real experiences of these practitioners, such as in big data analysis, public sector accounting, auditing, sharia accounting and other courses.

Moreover, lecturers have international experiences including in academic or professional. For instance, visiting lectures, partner in international public accounting firm, becoming a keynote speaker, a peer review partner in international journals, senior director of Asia Pacific Management Accounting Association, Chief in Research of ASEAN Accounting Education Workgroup and publish articles in international journals.

The study programme also encourages lecturer certification, currently, there are 19 lecturers certified and become members of the international professional community, by developing international levels professional lecturers, such as AAA (American Accounting Association), NCSR (National Centre of Sustainability Reporting), CMA-Australia (Certified International Management Accounting), IMA-USA (International Management Accounting-USA) and APMAA (Asia Pacific Management Accounting Association). In terms of internationalisation, several lecturers have obtained international professional certification (CMA, CSRS and CSRA).

Internal cooperation

Cooperation between academic staff and faculty members can be observed through the implementation of the educational, research, PKM, administrative programmes throughout the year. In education, each subject is taught by team teaching with one course coordinator. Research and community service (PKM) involved several lecturers across study programmes, students, alumni and education staff. Internal cooperation of the Master of Accounting involved Tridharma higher education, namely in teaching, research and community service. Lecturers for big data analytics courses come from the industrial and electrical engineering faculty at Universitas Trisakti. For community service, lecturers are obliged to collaborate with study programmes from other faculties, such as medicine, industrial engineering and civil engineering. Lecturers are also required to collaborate with lecturers from other study programmes in conducting research. The PKM and research are also related to the Semester Learning Plan of the courses given in each semester.

Scheduled lecturer meetings are held at least four times in each semester, namely the beginning of the semester for whole lectures. For coordination, lecturers of the same course meet each other, at least four times each semester: twice before mid-term test and once before final test. Furthermore, lecturers and staff meet at certain times such as during gathering events or seminars.

Student support by faculty

The study programme provides several forms of student support. Lecturers of the Master of Accounting organise student support through academic consultation activities at set times. The programme also provides guardian lecturers to help students who experience problems completing their studies, especially during the writing of the thesis.

For the teaching and learning process, students and lecturers use applications for interacting, such as taking attendance, doing assignments and collecting references to answer midterm and final exams. Indicators of the success of students and lecturers' teaching and learning process can be

seen from the accuracy of students in filling attendance, submitting assignments and answering exams using the Student Information System (SIS). Student evaluation of lecturer performance using a questionnaire is available on the website.

The Master of Accounting programme delivers scholarships for students to get sustainability report certification and for selected students who memorise Quran (*hafiz*) to concentrate on Islamic finance and business accounting. Moreover, the programme offers discounts and rewards for high achieving students.

Furthermore, the programme offers help to find journals for publications and conducts seminars on how to avoid plagiarism and support in thesis writing. Student can also access all relevant data via the learning management system of the University.

Appraisal:

Even when their teaching assignments in other study programmes, possibly even in other locations, are taken into account, the structure and number of the faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

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

The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programme. The University verifies the qualifications of the faculty members by means of an established procedure. The University ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. Specific measures for the further qualification of the faculty members are implemented (e.g., team teaching to train new lecturers).

The faculty members have above-average practical business experience and use them in their teaching activities which corresponds to the requirement of the programme to integrate theory and practice.

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

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully.

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

4.2 Programme management

The Master of Accounting is led by the Head of the study programme, appointed by the University. The Head is assisted by the Secretary of the programme, head of secretariat, as well as administrative and support units.

The Head of the study programme has the following tasks:

1. Carry out general directions and policies given by the Dean.
2. Implement regulations, which have been determined by the Faculty and establish norms and benchmarks for the implementation of higher education on the basis of the consideration of the Department Assembly.
3. Carry out the management and development of study programmes based on the provisions of applicable laws and regulations and the Strategic Plan of Universitas Trisakti which includes:
 - a. Education and Teaching, which is an activity in an effort to produce educated human beings who have the mental attitude of Pancasila.
 - b. Research, which is an activity in an effort to produce empirical knowledge, theories, concepts, methodologies, models or new information that enrich science, technology and art.
 - c. Prepare Community Service activities to contribute to the advancement of society.
 - d. Develop Academic Community, Academic Support Personnel, Administrative Executives and General Support Personnel and Alumni of the Department.
 - e. Establish relationships with the community.
4. Coordinating and developing the implementation of study programme tasks.
5. Prepare Study Programme Budget Plan to support the Faculty which is directed at implementing five-year goals and making accountability reports.
6. Prepare the needs of laboratories and assistants.

In cooperation with the Head of the study programme, the Secretary of the study programme has the following tasks:

1. Organising academic administration activities.
2. Organising lecturer schedules and placements.
3. Organising lectures and examinations.
4. Organising lecturers in research, community service and other scientific activities.
Coordinating academic guidance and coaching activities for students.
5. Evaluation of:
 - a. Implementation of the teaching and learning process.
 - b. Lecturer performance.
 - c. Student learning success.
6. Preparation of reports on activities carried out along with financial accountability.

Process organisation and administrative support for students and faculty

The Master of Accounting programme has six educational staff ready to serve lecturers, students and other stakeholders. Each has rights and obligations, starting from the Head of the secretariat, academic, finance, librarian, IT support and the Head of administration. Lecturers and students take part in the decision making process which affects their area of activity as well. Faculty members can freely discuss with the Head of the programme different issues related to their courses and activities.

The Master of Accounting routinely holds meetings at least twice in a semester with students and lectures to discuss any crucial issue. And if needed, it is possible to hold additional meetings outside the schedule. Basically, decision making is carried out on the basis of mutual agreement. For certain cases, the decision taken must be approved by the Dean. The decisions that require the Dean's approval include extending the time for thesis examinations, postponing tuition fee payments, sanctions for ethical violations, organising an activity that requires financial support. The administration staff support students in many ways such as overcoming difficulties when filling out the study plan card, helping to communicate with thesis supervisors if students experience problems, making it easier for students to access paid international journals, helping apply for permission to postpone tuition fee payments and providing information on various job offers. The Master of Accounting has a programme to improve the quality of staff through various activities such as periodically providing training relevant to staff duties, providing performance incentives, periodic career advancement and providing scholarships for further studies. The implementation of these programmes must be approved by the Faculty.

Moreover, the Head of administration has the following tasks:

1. Lead the implementation of technical and administrative services within the scope of the Faculty in the fields of:
 - a. Lecture and Examination Administration
 - b. Human Resources Administration
 - c. c. General and Financial Administration
 - d. Administration of Community Service, Student Affairs and Alumni
 - e. Library

f. Planning and Reporting, Public Relations, Cooperation and Archives (P2K3)

2. Coordinate Library service tasks.
3. Assist faculty leaders in preparing work programmes and revenue and expenditure budget plans based on input from departments / sections.
4. Conduct inventory supervision and maintenance of facilities and infrastructure.
5. Assist faculty leaders in preparing annual reports in accordance with standard report data.

Furthermore, the University offers the staff to enter seminars at the University or provides financial supports to attend external training, which can be academics and also soft skills training and language courses (particularly English courses) in order to further qualify the staff.

Appraisal:

The Head of the study programme coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, authority and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved. The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The University offers the administrative staff opportunities for continuous professional development.

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

4.3 Cooperation and partnerships

Cooperation with HEIs and other academic institutions or networks

The Master of Accounting under Universitas Trisakti has collaborations with educational institutions nationally and internationally. The cooperation includes visiting/ guest lectures, international conferences, journal writing programmes and joint research.

The following table shows examples for these cooperations:

Table 9: Cooperations of Master of Accounting

No	Institution	Activity	Period	
			From	End
(1)	(2)	(3)	(4)	(5)
1.	The Institute of Certified Management Accountants (CMA)	Education & collaboration	12/26/2018	12/26/2023
2.	University of Westminster	Education collaboration	08/24/2016	08/24/2019
3	Faculty of Economics & Management University Kebangsaan Malaysia Bangi	Education collaboration	11/16/2021	11/21/2021
4.	Victoria University	Education collaboration	07/13/ 2017	07/13/2020
5.	Asia e-University, Malaysia	Education collaboration	08/23/2017	08/23/2027
6.	University of Malaya	Education collaboration	07/28/2017	07/28/2022
7.	Griffith University Queensland Australia	Education collaboration	08/28/2017	08/28/2022
8.	University Malaysia Terengganu	Education collaboration	12/21/2017	12/21/2022
9.	Global Reporting Initiative (GRI) Amsterdam, Netherlands	Education collaboration	1/1/2018	1/1/2020
10.	Chaoyang University of Technology, Taiwan	Education collaboration	07/17/ 2018	07/17/2023
11.	Yongsan University, South Korea	Education collaboration	11/23/2018	11/08/2023

Furthermore, the Master of Accounting programme has carried out cooperations with the following higher education institutions:

Table 10: International activities

No.	Institution	Activity	Period		Benefits
			From	End	
(1)	(2)	(3)	(4)	(5)	(6)
1	Institute of Management Accountant, USA	Professional Certification	2021	Present	Visiting professor, guest lecturer
2	Osaka Sangyo University, Japan	Research	2017	2019	Joint research
3	Kansai University	Research	2020	Present	Joint research
3	Toronto University	Research	2013	2014	Joint research
4	Komazawa University, Japan	Research	2017	2020	Joint research
5	Asia Pacific Management Accounting Association	Education and Research collaboration	2017	2018	Visiting professor, guest lecturer, joint international conference
6	UiTM, Malaysia	Research	2014	Present	Visiting professor, guest lecturer, joint research
7	Victoria University, Australia	Education	2020	Present	Visiting professor
8	FinTech Academy, Singapore	Entrepreneur	2020	Present	Guest lecturer

Cooperation with business enterprises and other organisations

The Master of Accounting under Universitas Trisakti has various collaborations with domestic and foreign institutions. This includes the following cooperations and activities:

Table 11: Cooperations with business enterprises

No	Institution	Activity	Period	
			From	End
(1)	(2)	(3)	(4)	(5)
1.	KAP Bambang Soedaryono and associates	Scholarship and graduate recruitment	15/06/2012	Until now
2.	Indonesian Tax Consultants Association	Competency test in taxation	17/09/2012	Until now
3	Ministry of Transportation Republic of Indonesia	Scholarship	2014	Until now
5.	Indonesian Institute of Accountants (IAI), accountant compartment	Training, seminars, workshops	12/01/2015	12/01/2019

8.	Indonesia Stock Exchange (IDX)	Capital market seminars and schools	2016	2019
9.	Forensic Accounting Professional Certification Institute	Competency test place	19/06/2017	Until now
10.	Tax Consultant Office Boenyamin Puspohadi	Education	2017	2020
11	Bank Indonesia	Tridharma of higher education collaboration	September 2017	September 2019
12	IAI KAPd, Jakarta Regional	Education, Research, Community Service and HR Development	01/03/2018	01/03/2020
13	Accounting MGMP, Bogor Regional	Education and the student creativity programme (PKM)	01/04/2018	2021
14	KAP Moore and Stephens	Graduate recruitment	2018	2023

17	Association of Indonesian Master of Accounting Study Programs (APSSAI)	Tridharma of higher education collaboration	2021	2024
18	Asia Pacific Management Accounting Association (APMAA)	Publications and research	26/10/2018	2024
19	Global Reporting Initiative (GRI) Amsterdam, Netherlands	Hosting partner	01/01/2018	01/01/2020
20	Indonesian Institute of Certified Public Accountants (IAPII)	Collaboration in education curriculum, research and community service	September 2021	September 2026
21	Sustainability Reporting Asia (SR Asia)	Collaboration in sustainability certification	August 2021	August 2025
22	DKI PAM Regulatory Agency	Research collaboration	2020	2024
23	ASEAN Accounting Education Workgroup	Tridharma of higher education collaboration	2020	2022
24	CIMA	Certification and seminar	February 2019	February 2021
25	P2PTK2	Training and community service	01/08/2021	01/08/2022
26	The Institute of Management Accountant, USA	Scholarship	2021	2024

Appraisal:

The scope and nature of cooperation with HEI, other academic institutions and networks, as well as business enterprises and other organisations relevant for the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. For example, the University pursues collaboration with other universities for joint research, visiting lectures and international conferences with Osaka Sangyo University (Japan), Toronto University (Canada) and Victoria University (Australia). Moreover, the University pursues collaboration with business enterprises, such as Bank Indonesia, Indonesia Stock Exchange (IDX) and KAP Bambang Soedaryono and associates for scholarships and graduate recruitment, workshops and trainings. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students' qualification and skills.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

4.4 Facilities and equipment

The Master of Accounting programme is located on the Grogol (A), Mega Kuningan and Cempaka Putih (F) campuses, accommodating more than 500 students and having facilities for students with special needs. The following table shows the study programme facilities:

Table 12: Facilities of Master of Accounting programme

No	Infrastructure	Unit	Volume (m ²)
1	Classroom Campus A	9	595
2	Classroom Campus F	3	60
3	Classroom Campus Kuningan	2	40
4	Administration Room	2	40
5	Computer	120	
6	Library	3	2,500
7	Reading Room	2	30
8	Meeting Room	1	25
9	Trisakti English Center	2	330
10	Administration Office Kampus A	1	12
11	Administration Office Kampus F	1	16

Furthermore, the facilities include wireless LAN access for students and staff on the campus.

Access to literature

The Master of Accounting provides reading rooms spread over three locations within the scope of FEB. Services are provided to students in accessing literature and journals for free through the websites:

- <https://trijurnal.trisakti.ac.id/> and
- <http://library.trisakti.ac.id/index.php/links/eresources>

and online access services for the following subscriptions:

1. ProQuest
2. Emerald Insight
3. Taylor & Francis
4. Springer Link

5. Science Direct
6. Wiley Online Library
7. Journal of Services Management and Marketing
8. Accounting, Auditing & Information Research Media
9. Journal of Master of Accounting Trisakti
10. Business & Management Research Media
11. Journal of Information, Taxation, Accounting, and Public Finance
12. Economic Media
13. Indonesian Management and Accounting Research
14. Journal of Trisakti Accounting (JAT)
15. International Journal of Contemporary Accounting

The library of the Faculty of Economic and Business (FEB) is open at the following times:

- Monday to Thursday from 08.30 am – 3 pm and 4 pm – 7 pm
- Friday from 8.30 am – 11 am, from 1 pm – 3 pm and 4 pm – 7 pm
- Saturday from 08.30 am – 12 pm and 1 pm – 3 pm.

The main library of the University is available from Monday to Friday 8 am to 4 pm.

Students have access to the library from their home via remote access. Online services of the University are available from 8 am to 8 pm. The library also offers services via WhatsApp and a Smartphone App of the library for students to access the services.

The library is updated once per year, lecturer and students can make recommendations and provide input based on their needs. For this purpose, the library offers an online form.

Appraisal:

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

Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date. The opening hours of the library take students' needs into account. However, the panel **recommends** reviewing the opening hours of the library after the pandemic. A survey of the students' needs regarding the opening hours could point out necessities for the expansion of the offer.

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

4.5 Additional services

Universitas Trisakti has a career development centre (CDC) located at Campus A – Building M, Floor VI Universitas Trisakti. All information can be accessed through the website¹³. CDC Trisakti was established as a forum for students and alumni to find jobs according to their needs.

The services provided include:

1. Information about co-op internships, job opportunities, recruitment, presentations, seminars and training sent via e-mail and through the website or announcements posted on the bulletin board/ career portal within the scope of Universitas Trisakti.
2. Job fair (event)
3. Job fair (online)
4. Recruitment process
5. Training, seminars and workshops (for CV writing, successful interview training, public speaking training and self-confidence training with a psychologist)
6. Job counselling and career guidance
7. Tracer study

CDC Trisakti partners collaborate with government parties such as the Ministry of Manpower, the Ministry of Research, Technology and Higher Education, the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia. For internship and co-op programmes, CDC Trisakti also partners with private parties, including the business and industry in Indonesia, such as The Indonesian Chamber of Commerce and Industry (KADIN), Private National Banks (PERBANAS), State-Owned Enterprises (BUMN) and the Partnership Program Development Council (DPPK). Therefore, students and alumni can find and apply for jobs according to their fields. The information is updated on a regular basis.

Alumni Activities

Master of Accounting requires synergy from various organisational pillars, one of which is alumni in achieving the vision, mission and goals. The Master of Accounting has an alumni organisation called the MAKSI Alumni Association (IKAMAKSI), a medium for the association of all graduates and alumni contributions to the study programmes. IKAMAKSI has an organisational structure and management that can be accessed through a portal on the website¹⁴. It can also be done through social media such as Instagram (@ikamaksiusakti), WhatsApp Group, which provides updated

¹³ see: <https://cdc.trisakti.ac.id/> (last access February 9, 2023)

¹⁴ see: <https://maksifeb.trisakti.ac.id/ikatanalumni> (last access February 9, 2023)

information about alumni activities and establishes communication with various generations. Alumni have a series of activities carried out regularly as part of the annual work agenda, such as seminars, workshops, community service and other social activities. In addition, IKAMAKSI was formed to increase the network and connectivity in the working world from various professions. In this community network, alumni can share knowledge and information on job opportunities and professions to support fellow professions' success and record the alumni tracks at national and international levels.

Appraisal:

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

Furthermore, an alumni organisation has been set up with the aim of developing an alumni network.

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

4.6 Financing of the study programme (Asterisk Criterion)

The programme's funding comes from three main sources: 70 % student tuitions (50 % at the beginning of the semester and 50 % before the examination), 10 % from the government and 20 % from other external sources. Other sources come from national cooperation with the Ministry of Transportation by awarding scholarships for the employees to study in the programme and from the Ministry of Research, Technology and Higher Education (*Kemenristekdikti*) in research grants honorarium for lecturer certification. Funding sources from external activities include research collaborations with PDAMs and other government agencies and community service collaborations with the West Jakarta Provincial Government of the professional development division, cooperative councils, Dekopinwil Jakarta and the Ministry of Transportation of Republic Indonesia.

The revenue also sourced from various private companies such as PT Jasa Sarana, Garuda Indonesia Airways, Krakatau Steel, foundations and institutions both in the country and abroad such as the World Wild Life Indonesia Foundation, Global Reporting Initiatives and Accounting Research Institute (ARI) and Higher Institutions Centre of Excellence (HICOe).

During the on-site visit, the panel learnt that the programme has an unofficial arrangement with other study programmes for the case of closure of the programme so that students will in any case be able to finish the study and can convert their credits to another University to ensure that students can graduate.

Appraisal:

Universitas Trisakti is a private University that is financed by tuition fees, the government and private funding. Therefore, the study programme is funded for the entire accreditation period so that students will be able to complete their studies. The panel **recommends** ensuring this ability also with an agreement with other universities so that students are able finish their studies there.

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

5. Quality assurance and documentation

Implementation the Internal Quality Assurance System (SPMI) at the Faculty of Economics and Business (FEB) refers to the quality assurance system issued by the quality assurance agency (BJM) of Universitas Trisakti. The established quality assurance system accommodates the development of government policies regarding:

- National Policy on the Internal Quality Assurance System for Higher Education, Law no. 12 of 2012 and
- *Permendikbud* No. 50 of 2014, updated by the Regulation of The Indonesian Ministry of Research, Technology and Higher Education (*Ristekdikti*) Number 62 of 2016.

The management of SPMI follows the PPEPP stages, including the establishment, implementation, evaluation, control and improvement of quality standards. PPEPP for each higher education standard will produce continuous quality improvement (CQI) to create a quality culture consisting of:

1. P (Determination of Higher Education Standards) includes the activities of determining the higher education standards by Universitas Trisakti by referring to the National Higher Education Standard Number 3 of 2020, which consists of:
 - a. National Education Standard
 - b. Research Standards
 - c. Community Service Standards
2. P (Implementation of Higher Education Standards). All related parties (leaders, lecturers, education staff and students) at FEB must carry out activities under predetermined standards. Furthermore, all work results will be checked/evaluated to see their conformity with the quality standards that have been determined.
3. E (Evaluation of the Implementation of Higher Education Standards). All work implementation at FEB must be assessed through an internal audit process to comply with the established quality standards. The implementation of the internal audit is carried out using the audit checklist developed by the quality assurance agency (BJM) of Universitas Trisakti. Study programmes and supporting fields at FEB that have received ISO 9001:2015 certification must conduct an internal audit using a quality control checklist audit based on the provisions within the scope of ISO certification. The internal audit results are audit findings used as a reference to recommend corrective and preventive actions. In the following year, Universitas Trisakti internal audit team and the ISO audit team will verify the corrective and preventive actions recommended the previous year.
4. P (the Implementation Control of Higher Education Standards). Control measures are always carried out before and after the internal audit process for each quality standard attached to various policies and implementation of academic activities. The Master of Accounting programme has a risk mapping and an opportunity profile as a form of its operational activities.
5. P (Improvement of Higher Education Standards) includes activities to improve the standards or measures of the national higher education standards set by the Minister of Education and Universitas Trisakti. The Master of Accounting programme makes an action plan for activities that minimise operational risk.

The quality policy of the Master of Accounting programme is “BEST,” which stands for:

- Be Professional, meaning to work competently, ethically, integrated to provide excellent service.
- Excellence means working smartly, effectively and efficiently to produce superior performance.
- Sustainable means integrating elements of sustainability in Tridharma activities and higher education operations for sustainable development.
- Trust means gaining public trust in reputable graduates and scientific works.

Apart from SPMI, the programme follows the 2015 ISO 9001 Standard on the Implementation of Quality Management Systems¹⁵. The National Education Standards of Universitas Trisakti stipulate nine criteria consisting of vision, mission, goals and strategy; management, governance and cooperation; student; human resources; finance, facilities and infrastructure; education; research; community service; the Tridharma outcomes and achievements. The main data of SPMI consist of academic programmes of education, research and community service and general non-academic programme activities that are consistent and sustainable.

The nine indicators of SPMI criteria are as follows:

Criterion 1: Vision, Mission, Goals and Strategy

The formulation of the VMTS is implemented by analysing the conditions and developments of the internal environment and external conditions. Internal environment analysis is done by knowing strengths, weaknesses, opportunities and threats. Analysis for the external environment is performed by benchmarking various domestic educational institutions, including Gajah Mada University, accredited by AACSB, Diponegoro University and Airlangga University. Furthermore, the benchmarks for overseas educational institutions include the University of Victoria Australia, the University of Technology MARA Shah Alam, Malaysia, Luxembourg and Germany. Every year, the study programme also holds a meeting with graduate and alumni recruiters/employers to obtain information on the need for graduates and make curriculum improvements, provide input on work plans, assess quality assurance procedures and study programme development.

Criterion 2: Management, Governance and Cooperation

The study programme already has formal management and governance documents. It is mainly related to each structural official's organisational structure, primary duties and functions. It is equipped with a performance measurement mechanism from the faculty as outlined in the Rector's Decree No. 210/USAKTI/SKR/VIII/1998 and Dean's Decree No: 01a/OT/1.01/KPTS-FE/I/2012, concerning Reorganisation of Organisational Structure and Work Procedures of FEB. The pillars of good governance covering credibility, transparency, accountability, responsibility and fairness have been appropriately implemented.

¹⁵ The Master of Accounting programme received the ISO 9001–2015 certificate No. 10231580 since November 18, 2019.

Criterion 3: Student

FEB and study programme provide services to students in three aspects: 1) reasoning, interests and talents (extracurricular); 2) welfare (guidance, counselling, scholarships and health services) and 3) career and entrepreneurship guidance.

Criterion 4: Human Resources

The criteria for human resources consist of educators and non-educators. The recognition of achievements from lecturers' performance includes visiting professors/lecturers as speakers at national and international scientific meetings, as expert staff of national institutions, as administrators of international professional associations, editors or review partners of reputable or accredited international journals. For educational staff, the criteria are to have a certificate of competence according to the field and task of expertise.

Criterion 5: Finance, Facilities and Infrastructure

The programme's funding comes from three main sources: student donations, the government and other external sources. Other sources come from national cooperation with the Ministry of Transportation by awarding scholarships for the employees to study at MAKSI and from the Ministry of Research, Technology and Higher Education (*Kemenristekdikti*) in research grants honorarium for lecturer certification.

Criterion 6: Education

The study programme evaluates and updates the curriculum every two years by involving internal and external stakeholders. The study programme also monitors and evaluates the achievement of subject learning outcomes (CPMK) and graduate learning outcomes (CPL). Experts review the results in the field of study programs, industry and professional associations that align with the values of the vision, mission, goals and objectives of future-oriented universities and faculties. Since 2015, the operational curriculum of the study programme has referred to the Indonesian National Qualifications Framework based on Presidential Regulation Number 8 of 2012, concerning the Indonesian National Qualifications Framework (KKNi) and outcomebased education (OBE). This curriculum is evaluated to accommodate the developments by receiving input from the stakeholders. The curriculum contains several courses specified in the International Education Standard (IES) IFAC. Superior competence makes graduates able to win the competition in the working world. The benchmarks include graduates who work according to their competence more than 90 %, get the manager or leading positions and get promotions and awards from the workplace. Each faculty member and student participates in planning and assessing quality assurance and development procedures through student evaluation sheets.

Criterion 7: Research

The Tridharma of higher education obligations is carried out by every permanent lecturer of the Master of Accounting programme covering education and teaching, research and community service (PKM). The success of research activities conducted by lecturers, students and alumni can be proven through scientific journal publications at national and international levels. The research activity agenda is listed in the annual work programme. This achievement was due to structured

monitoring and evaluation activities and is carried out in three stages: evaluate proposals, evaluate chapters 1 to 4 and evaluate the final research results report.

Criterion 8: Community Service

Community service (PKM) is scheduled every year through work meetings and controlled periodically through monitoring and evaluation activities. PKM activities are carried out in two periods: evaluate proposals and evaluate PKM activity reports.

Criterion 9: Outcomes and Achievements of the Tridharma of Higher Education

The outcome of the Tridharma activities of the study programme is successful if its effectiveness can be measured. Educational and teaching activities that provide effective results can be seen from the survey results¹⁶ on the employers regarding the performance of graduates. The success of the final research and PKM activities results is shown by publishing them in national journals. For lecturers, this achievement can increase their academic rank, while it can be used as bargaining power in the workplace for students. The audit data of each study programme can be filled in at the web address¹⁷. Internal quality audit data uses standard criteria C accreditation of BAN-PT. The results of the internal audit report are evidence that the work results for one academic year have reached the set quality standards. The study programme immediately takes corrective action to achieve the specified quality standard if the results of the internal audit report have not reached the specified quality standard. The following planning process will elevate the quality standards to produce continuous improvement in the PPEPP process for higher education quality. The follow-up can be carried out periodically, per semester or annually.

Evaluation by students

At the end of each semester, before taking both mid-semester exams (UTS) and final exams (UAS), each student is asked to fill out an online student satisfaction questionnaire to get feedback regarding the lecturer's learning process. The survey was conducted through the website of the Master of Accounting programme¹⁸. The purpose of the questionnaire is to improve the quality of teaching and evaluate the learning process that has been carried out. The results can be used as feedback to improve course content in the future.

Evaluation by faculty

To evaluate the progress of the PPEPP process, the University quality assurance board conducts an audit on the faculties and study programmes. The study programme also performs evaluations of lecturers by lecturers in each semester in order to obtain feedback on further developing and improving the study programme and University.

External evaluation by alumni, employers and third parties

Every year, the Master of Accounting programme holds a meeting with graduate and alumni users to obtain information on the need for graduates, make curriculum improvements and provide input on work plans, assess quality assurance procedures and study programme development. Furthermore, the programme conducts a tracer study to get information on the graduates. The

¹⁶ see: <https://forms.gle/js4X9imSvVhzIKLD8> (last access February 9, 2023)

¹⁷ see: <http://www.bjm.trisakti.ac.id> (last access February 9, 2023)

¹⁸ see: <https://maksifeb.trisakti.ac.id> (last access February 9, 2023)

programme also conducts benchmarking with state universities or associations related to the curriculum that has led to outcome-based education by producing graduates who have the competence and ability to disseminate research results and focus on high ethical standards. Universitas Trisakti has a CDC for representatives between alumni and the business world. Any information on labour needs for the working world can be shared with the students.

Programme description

Information related to the Master of Accounting programme is documented on the website¹⁹. The information available on this website includes profile, brief history, vision and mission, organisational structure, lecturer profile, curriculum, new student admission, tuition fees, academic information system, library links, student affairs (*Forsimak*) and Alumni (*Ikamaksi*), as well as information on academic activities (seminar/webinar activities, training). The galleries contain documentation of the implementation of activities. In addition to the website, the documentation programme is also carried out in academic manuals regarding academic, technical instructions, SOP, ISO documents, quality assurance and thesis writing instructions documents. The content and curriculum, implementation and procedures for examinations, registration, and the student admissions process can be accessed via the learning management system. In addition, academic information and banners are available at the study programme building entrance so that everyone can access them easily.

Information on activities during the academic year

The study programme also informs academic activities in each academic year on websites and social media (Facebook, Instagram and Twitter). The results of the annual performance evaluation of study programmes and faculties can be accessed in the annual report on the website²⁰.

Appraisal:

The panel got insights into the quality assurance and development processes for the Master of Accounting programme that have been set up. Evaluations of the study courses, the lecturers and the University in general are carried out on a regular basis, which systematically and continuously monitor and develop the quality of the programme with respect to its contents, processes and outcomes. Responsibilities are clearly defined. Additionally, graduates and representatives from the professional side are included in the process since they also give feedback on the study programme. Success rate and graduate employment are taken into account. The study programme has the national “A” accreditation that also includes the quality management system.

However, there is no student survey at the course level, which includes a question regarding the workload. A question whether the actual workload of the whole course corresponds with, is lower or higher than the estimated workload (including teaching time, self-study time and examination) is missing.

¹⁹ see: <https://maksifeb.trisakti.ac.id> (last access February 9, 2023)

²⁰ see: <https://trisakti.ac.id> (last access February 9, 2023)

Furthermore, the panel is of the opinion that the current process for updating course materials should be improved to prevent outdated materials and literature (see chapter 3.2).

Therefore, the panel recommends the following **condition**:

- The University
 - a) implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures.
 - b) sets up a quality system for updating course materials.

In general, evaluation by the students, quality control by the faculty and external evaluation (such as tracer studies) are carried out on a regular basis and in accordance with a prescribed procedure; the outcomes provide input for the quality development process. However, there is a lack of communication of the results and the resulting measures. As the results are not communicated to the students involved, the panel strongly **recommends** communicating the results of the evaluations to the students. What is more, the panel learnt that some evaluations are still carried out analogue and not digital and therefore suggests changing the data management system.

The study programme's content, curriculum and examination scheme have been suitably documented and published (e.g. course plan and exam regulations). However, the panel has the impression that there are too many different documents with information for the study programme, which can be difficult for students. The panel therefore **recommends** aligning the documents (e.g., curriculum overview) and the information on the websites (see also chapter 3.2).

Moreover, Universitas Trisakti regularly publishes current news and information – both quantitative and qualitative – about the study programme. These are distributed via the website of the University and several social media accounts including Facebook, Twitter and Instagram. However, these information are only available in Bahasa Indonesia. The panel **recommends** providing more information in English. This would also support the ambitions of the University to attract more international students (see chapter 3.4).

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

Quality profile

HEI: Universitas Trisakti

Master programme: Master of Accounting

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

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

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