Panel Recommendation to the FIBAA Accreditation and Certification Committee

12th Meeting on November 29, 2023

PROGRAMME ACCREDITATION

Project Number:	21/109
Higher Education Institution:	Universitas Sriwijaya
Location:	Indonesia
Study programme:	Bachelor of Management (Bachelor of Economics) Bachelor of Development Economics (Bachelor of Economics) Bachelor of Accounting (Bachelor of Economics) Master of Management Business and Administration (Master of Management)
Type of accreditation:	Initial accreditation

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

According to § 7 (6) in conjunction with § 9 (1) in conjunction with § 10 (2) 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 programmes are accredited with conditions.

Bachelor of Management (Bachelor of Economics)
Bachelor of Development Economics (Bachelor of Economics)
Bachelor of Accounting (Bachelor of Economics)

Condition 1 (see chapter 1.2): The University aligns the study programmes' objectives, having mostly a domestic focus, with the University's internationalisation strategy by drafting an action plan with an overall strategy highlighting the roles and functions of all the parties involved.

The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 27, 2024

Condition 2 (see chapter 2.5): The University defines an adequate English language proficiency for students to be admitted through the independent entrance track.

The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 27, 2024

Condition 3 (see chapter 3.4): The University implements more international content and intercultural practices in the curricula.

The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 27, 2024

Condition 4 (see chapter 5.1): The University implements a student workload evaluation system for each course that includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures.

The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 27, 2024

Master of Management Business and Administration (Master of Management)

Condition 1 (see chapter 1.2): The University aligns the study programmes' objectives, having mostly a domestic focus, with the University's internationalisation strategy by drafting an action plan with an overall strategy highlighting the roles and functions of all the parties involved.

Condition 2 (see chapter 5.1): The University implements a student workload evaluation system for each course that includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures.

Proof of meeting these conditions is to be supplied by August 28, 2024.

All conditions are fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 27, 2024

Period of Accreditation: November 29, 2023 until November 28, 2028

The FIBAA Quality Seal is awarded.

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

Assessment Report

Higher Education Institution:
Universitas Sriwijaya, Indonesia

Bachelor/Master programme:

1. Bachelor of Management
2. Bachelor of Development Economics
3. Bachelor of Accounting
4. Master of Management Business and Administration

Qualification awarded on completion:
For the Bachelor study programmes: Bachelor of Economics
For the Master study programme: Master of Management

General information on the study programmes

Brief description of the study programmes:

The **Bachelor of Management** started to be taught in 1960. In a study time of eight semesters, it trains students to become managers, management and business practitioners and entrepreneurs. Potential employers are the central and regional government, Bank Indonesia, commercial banks and other financial institutions, state-owned enterprises, and private companies. It offers specialisation in Financial Management, Marketing Management, Human Resources Management, Management and Entrepreneurship and Islamic Business Management.

The **Bachelor of Development Economics** was introduced in 1962. In a study time of eight semesters, it intends to educate its students to find jobs in the government and private sectors or as entrepreneurs. The study programme lists economics analysts, development planner, entrepreneurs, and researchers as the students' profiles. Among its six specialisations are Regional Financial Economy, Natural Resources and Rural Economy, Industrial and Agribusiness Economics, Sharia Economics, Human Resources Economics, and International Monetary and Financial Economics.

The **Bachelor of Accounting** was launched in 1962 and offers specialisations like Auditing, Management Accounting, Accounting Information Systems, Public Sector Accounting, Sharia Accounting and Taxation over the duration of eight semesters. Graduates can work in the field of accounting, but also in other sectors such as multinational or national companies focusing on finance and banking, education, government, Information and Technology, energy and mining, industry, property and real estate.

The **Master of Management Business and Administration** started in 1995 as a two-year graduate programme. It builds upon the fundamental knowledge in Management, namely Marketing, Finance and Human Resources. The graduates can work as mangers and leaders in several sectors, like central and regional governments, banking and other financial institutions, state-owned and private companies. They can also become entrepreneurs, researchers, trainers and consultants in management fields.

Type of study programme:

Bachelor programmes: Bachelor of Management, Bachelor of Development Economics, and Bachelor of Accounting

Master programme: Master of Management Business and Administration

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

Bachelor of Management: 4 academic years/ 146 national credits (235,2 ECTS credits)

Bachelor of Development Economics: 4 academic years/ 144 national credits (230,4 ECTS credits)

Bachelor of Accounting: 4 academic years/ 144 national credits (230,4 ECTS credits)

Master of Management Business and Administration: 2 academic years/ 38 national credits (99,8 ECTS credits)

Mode of study:
For all four study programmes: full-time

Didactic approach:
For all four study programmes: study programme with obligatory class attendance

Scope (planned number of parallel classes) and enrolment capacity:
Bachelor of Management: 200 students in 4 classes
Bachelor of Development Economics: 200 students in 4 classes
Bachelor of Accounting: 200 students in 4 classes
Master of Management Business and Administration: 100 students in 4 classes

Programme cycle starts in:
For the three Bachelor programmes: odd semester
For the Master programme: odd and even semester

Initial start of the programme:
Bachelor of Management: 1960
Bachelor of Development Economics: 1962
Bachelor of Accounting: 1962
Master of Management Business and Administration: 1995

Type of accreditation:
For all four study programmes: Initial accreditation

Procedure

A contract for the initial accreditation of the Bachelor of Management, Bachelor of Development Economics, Bachelor of Accounting, Master of Management Business and Administration was made between FIBAA and Universitas Sriwijaya on August 31, 2021. On December 31, 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 panel[1]. The HEI has agreed with the chosen experts. The panel consisted of:

Prof. Dr. Karen Cabos
Technische Hochschule Luebeck, University of Applied Sciences, Germany
Professor of International Management
(International Management and Business)

Prof. Dr. Michael Koch
SRH Fernhochschule - The Mobile University, Dusseldorf, Germany
Professor of Economics and Sustainability
(International Economic Context, Economic Cooperation and Development, Capital Markets, Risk Management, Sustainability in Business, Sustainability Management)

Pascal Kruggel
IU International University of Applied Science GmbH
Student in Master of Business Administration (MBA)

Dr. Annette Metz
CONBEN South-East Asia Ltd
Founder & CEO
(Human Ressources Management, Organizational Development, Leadership, Communication, Sales Management, International Management, International Leadership, Business Administration, MBA)

Prof. Dr. Anke Muessig
University of Luxembourg
Professor of Business Administration, especially Auditing and Accounting
(Business Administration, Auditing, Accounting, Management Accounting, Taxation, Sustainability, Financing, Finance)

Dr. Yudha Aryo Sudibyo
Universitas Jenderal Soedirman, Indonesia
Vice Dean of Academic Affairs
(Accounting, Auditing, Economics, Business)

[1] The panel is presented in alphabetical order.

FIBAA project manager:
Nina Rotermund

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference. The online conference took place on August 7-9, 2023 via the video conferencing tool *Zoom*. At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on October 23, 2023. The statement on the report was given up on October 30, 2023. The University is appreciative of all conditions and recommendations of the panel. The statement has been taken into account in the report at hand.

Summary

For Bachelor programmes

The Bachelor of Management, the Bachelor of Development Economics, and the Bachelor of Accounting, offered by the Universitas Sriwijaya fulfil with few exceptions the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on November 29, 2023 and finishing on November 28, 2028 under conditions. The programmes are in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

For Master programmes

The Master of Management Business and Administration offered by the Universitas Sriwijaya 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 November 29, 2023 and finishing on November 28, 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.

Bachelor of Management (Bachelor of Economics)
Bachelor of Development Economics (Bachelor of Economics)
Bachelor of Accounting (Bachelor of Economics)
Master of Management Business and Administration (Master of Management)

The panel members identified need for improvement regarding the following aspects[2] International orientation of the study programme design (chapter 1.2) due to the missing mandatory exposure of the students to international contents and exchange opportunities; Quality assurance and quality development with respect to contents, processes and outcomes (see chapter 5.1) due to the missing workload evaluation in the student survey. They recommend the accreditation on condition of meeting the following requirements:

- **Condition 1** (see chapter 1.2)**:**
  The University aligns the study programmes' objectives, having mostly a domestic focus, with the University's internationalisation strategy by drafting an action plan with an overall strategy highlighting the roles and functions of all the parties involved.

  Condition 2 (see chapter 5.1):
  The University implements a student workload evaluation system for each course that includes a systematic control loop from the survey to the analysis of the results and the taking of appropriate measures.

Proof of meeting these conditions is to be submitted by **August 28, 2024**.

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

Furthermore, the quality requirement that has not been fulfilled – Internationality of the student body (chapter 3.4) – is not an asterisk criteria and therefore does not lead to a condition. The measures the HEI takes to solve the identified problems are to be considered during the re-accreditation.

Bachelor of Management (Bachelor of Economics)
Bachelor of Development Economics (Bachelor of Economics)
Bachelor of Accounting (Bachelor of Economics)

The panel members also identified need for improvement regarding the following aspects[3] Ensuring foreign language proficiency (chapter 2.5) due to the missing language requirements for the independent entrance track, and International contents and intercultural aspects (see chapter 3.4) due to the missing international contents in terms of theoretical foundations and module contents in the curricula.

They recommend the accreditation on condition of meeting the following requirements:

- **Condition 3** (see chapter 2.5)**:**
  The University defines an adequate English language proficiency for students to be admitted through the independent entrance track.

  Condition 4 (see chapter 3.4):
  The University implements more international content and intercultural practices in the curricula.

Proof of meeting these conditions is to be submitted by **August 28, 2024**.

Furthermore, the additional quality requirements that has not been fulfilled –Foreign language requirements (chapter 3.4) – is not an asterisk criteria and therefore does not lead to a condition. The measures the HEI takes to solve the identified problems are to be considered during the re-accreditation.

Additionally, for
Bachelor of Management (Bachelor of Economics)
Bachelor of Development Economics (Bachelor of Economics)
Bachelor of Accounting (Bachelor of Economics)
Master of Management Business and Administration (Master of Management)

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

- By defining a procedure that ensures that the students put the required effort into the writing process by offering further consultation and putting more emphasis on research methods in the courses (chapter 3.1).
- By designing a plan for recruiting international students (regionally and globally), for instance by making use of the joint Erasmus Plus programme also for student exchange, or by introducing international summer schools (for incoming and outgoing

[3] These aspects are asterisk criteria, which means that they are essential for the study programme.

students), joint programmes/double degrees, and by advertising the programmes on international platforms (chapter 3.4).

- By continuing finding more faculty with strong international backgrounds (chapter 3.4).
- By enhancing the programme management's operations regarding the following aspects (chapter 4.2):
  a) The programme management shall develop a strategic and clear outlook to improve the study programmes (see the appraisal chapter 1.2).
  b) The programme management shall proactively use the budget available to develop the programmes further according to the discretion granted by government regulations and decisions (see the appraisal in chapter 1.2).
  c) The University and Faculty management shall support the programme management in the implementation of the programme strategy as mentioned in point a).
  d) The University management shall encourage the Programme Management (coordinators of study programmes) to attend training to further strengthen leadership skills and foreign language skills.
- By considering offering their administrative staff opportunities to participate in exchange programmes (chapter 4.2).
- By including individual career development activities into a coherent strategy (KPI, goals, targets, budget) (chapter 4.5).
- By making more strategic use of alumni relations (chapter 4.5).

Additionally, for
Bachelor of Management (Bachelor of Economics)
Bachelor of Development Economics (Bachelor of Economics)
Bachelor of Accounting (Bachelor of Economics)

The panel members additionally identified several areas where the Bachelor programmes could be further developed:

- By considering encouraging the students in a stronger way to choose the internship option that is also a component in the MBKM programme (chapter 3.1).
- By checking and updating their references (chapter 3.3).
- By teaching more courses in English by default (chapter 3.4).

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 many criteria in which **all four programmes** exceed the quality requirements:

- Logic and plausibility of the didactical concept (see chapter 3.3))
- Guest lecturers (see chapter 3.3)
- Practical business experience of faculty (see chapter 4.1)
- Access to literature (see chapter 4.4)
- Alumni activities (see chapter 4.5)

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

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Information

Information on the Institution

The origins of the Universitas Sriwijaya (henceforth: UNSRI) date back to 1952 when several community leaders in South Sumatra joined and established a committee for their cause. In 1953, the Syakyakirti Higher Education Foundation founded the Faculty of Economics. Afterwards, more faculties came into being that grew into the Universitas Sriwijaya. UNSRI was established on November 3, 1960 at the Palembang Campus and moved to the Indralaya Campus, Ogan Ilir, South Sumatra in 1995 which offers 712 hectares of land area. At the beginning, it had only two faculties, namely the Faculty of Economics and the Faculty of Law and Public Knowledge. It grew steadily and until now, it has established ten faculties with 114 study programmes at the diploma, undergraduate, graduate, and postgraduate levels. The first doctoral programme in Agricultural Sciences started in 2001, followed by Environmental Sciences in 2007, Law in 2008 and Economics in 2010. The faculties at Universitas Sriwijaya are: (1) Faculty of Economics, (2) Faculty of Law, (3) Faculty of Engineering, (4) Faculty of Medicine, (5) Faculty of Agriculture, (6) Faculty of Teaching and Education, (7) Faculty of Social and Political Sciences, (8) Faculty of Mathematics and Natural Sciences, (9) Faculty of Computer Science, and (10) Faculty of Public Health.

UNSRI's mission is to "become a leading and research-based higher education institution excelling in various fields of science and technology." The mission of UNSRI is divided into six aspects. The University strives to:

- organise and develop higher education in an effort to produce educated people who can apply, develop and/or create science and/or technology;
- carry out and develop research in order to improve the quality of learning, science and/or technology, as well as having application value in development;
- organise and develop community service by applying science and/or technology to realize the progress and welfare of society;
- organise coaching and development of students' talents, interests, reasoning, and welfare; (5) organise cooperation with other institutions, both national and international; and
- realise a higher education management system that is professional, effective, efficient and accountable.

As its objectives, UNSRI defines:

1. Producing graduates who have noble character, quality and are independent.
2. Producing empirical, theoretical, and conceptual knowledge, in the fields of science, technology and or art.
3. Producing superior and appropriate technology.
4. Producing studies and works of art.
5. Increasing its role as a center for the development of science, technology, information, communication, sports and the arts.
6. Increasing active role in assisting government and society, and
7. Improving performance and responsibility, effectively and efficiently, integrated, relevant and sustainable.

In 2009, Universitas Sriwijaya was awarded the status of a Public Service Agency (BLU); and in 2016, it underwent the accreditation for higher education institutions in Indonesia and received an excellent rating of “A” by the national BAN-PT.

Regarding its international strategy, the University wants to become a member of the TIMES Higher Education Top 1000 group by 2023. Therefore, it conducted international accreditation procedures by German accreditation agencies, such as AQUAS, ASIIN, and FIBAA. In its budget, UNSRI increased the amount for excellent international students from Asia and the ASEAN members to provide scholarships for about 100 students. Foreign professors will be invited to teach at the University as well.

Further development of the study programmes

The Faculty of Economics, Universitas Sriwijaya (henceforth: FE UNSRI) was founded on October 31, 1953 under the auspices of the private Syakhyakirti Higher Education Foundation. After several internal changes in the naming and responsible authorities, the Faculty became the Department of Development Economics in 1995 when it moved to the Indralaya Campus from where it expanded and was renamed to the Faculty of Economics. The FE UNSRI offers eleven study programmes from three majors, namely Management, Development Economics, and Accounting.

Three undergraduate study programmes have been accredited with an “A” rating by BAN-PT, specifically Development Economics, Management, Accounting. The Master of Management also received an “A” rating.

The FE UNSRI refers to the University’s mission and vision. Its own vision is to become a leading Faculty of Economics in the fields of Economics, Management and Accounting. Hence, its mission is to produce qualified and committed graduates who can compete on the market. In accordance with the mission of UNSRI, FE UNSRI adheres to the following mission:

(1) Educating students in applying, developing and creating science and technology in the field of Economics, Management and Accounting;
(2) Carrying out and developing research in order to improve the quality of learning, science and or technology in the fields of Economics, Management and Accounting, having applications in development;
(3) Organising and developing community service by applying science and technology in the fields of Economics, Management and Accounting to realize the welfare and progress of society;
(4) Carrying out coaching and development of talents, interests, reasoning, and welfare of students;
(5) Organising cooperation with other institutions, both national and international; and
(6) Creating a professional, effective, efficient and accountable management system.

<u>For the Bachelor of Management (UPM)</u>

The undergraduate programme Bachelor of Management (UPM) was launched in 1960 as one of the first study programmes. It conveys students the major theoretical and practical knowledge with respect to management expertise. It has received an “A” accreditation by BAN-

PT. In 2021, it updated its curriculum to integrate the Merdeka Belajar Kampus Merdeka (MBKM)/Freedom to Learn programmes that the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) initiated in 2020. This programme allows students to study outside their study programme and outside the UNSRI as well to be prepared for the labour market.

The UPM offers 200 study places for every intake in the odd semester. Between 2017 and 2022, the application rate reached between 3,000 and 5,000 students that expressed their interest in the study programme. The study programme has accepted more students than study places offered. For example, in the intake of 2021, of 3,336 applicants 291 students were accepted (145,5 %). In 2022, 4,339 students applied and 224 students were accepted (112 %). The UPM has no international students.

The success rate ranges from 93 % in 2017 to 48 % in 2021 and back up to 86 % in 2022. The dropout rate is low with around two percent or even lower. Female students slightly outnumber male students with a percentage between 51 to 61 % in the years 2017 until 2022. On average, students need four years to finish the UPM programme.

Table 1 Statistical data of the Bachelor of Management

Table 0.1. Undergraduate Program in Management (UPM)

		1. 2017	2. 2018	3. 2019	4. 2020	5. 2021	6. 2022
# Study Places offered by HEI		200	200	200	200	200	200
# Applicants	∑	5155	6556	3923	4064	3336	4339
	f	2669	3635	2162	2391	2028	2678
	m	2486	2921	1761	1673	1308	1661
Application rate		2557,50%	3278,00%	1961,50%	2032,00%	1668,00%	2169,50%
# First-Year Students *(accepted applicants)*	∑	271	244	246	255	291	224
	f	140	135	136	150	177	138
	m	131	109	110	105	114	86
Rate of female students		51,66%	55,33%	55,28%	58,82%	60,82%	61,61%
# Foreign Students	∑	0	0	0	0	0	0
	f	0	0	0	0	0	0
	m	0	0	0	0	0	0
Rate of foreign students		0%	0%	0%	0%	0%	0%
Percentage of occupied study places		135,50%	122,00%	123,00%	127,50%	145,50%	112,00%
# Graduates	∑	253	211	219	187	141	193
	f	131	117	121	102	84	117
	m	122	94	98	85	57	75
Success rate *(students who finished their studies)*		93,36%	86,48%	89,02%	73,33%	48,45%	86,16%
Dropout rate *(students who dropped their studies)*		0,74%	2,05%	2,44%	1,18%	1,72%	0,00%
Average duration of study		3,98	3,86	3,92	4,06	4,22	4,59
Average grade of final degree		3,23	3,26	3,25	3,31	3,42	3,53

For the Bachelor of Development Economics (UPDE)

The Bachelor of Development Economics (UPDE) started in 1962. Since 2008, it has received and renewed the “A” accreditation by the BAN-PT. It pursues international accrediation by updating its curriculum regularly. In 2019, the outcome-based education and the student-centered learning were introduced.

The statistical data from 2017 and 2022 reveal that the application rates always exceed the available 200 study places. For example, in 2021, 1,205 applications and in 2022, 1,223 applications were sent. The UPDE accepted between 182 to 210 students in different cohorts so that the percentage of occupied study places ranges from 105 % to 100 %. The rate of female students is slightly higher than the rate of male students, usually between 50 to 60 %. There are no international students enrolled in the UPDE.

The majority of students (95 to 100 %) graduate successfully after four years. Only a small percentage of students (between 1 and 4 %) dropped out without a degree from the UPDE.

Table 2 Statistical data of the Bachelor of Development Economics

Table 0.2. Undergraduate Program in Development Economics (UPDE)

		1. 2017	2. 2018	3. 2019	4. 2020	5. 2021	6. 2022
# Study Places offered by HEI		200	200	200	200	200	200
# Applicants	∑	1365	2496	1665	1327	1205	1223
	f	708	1377	1009	770	657	756
	m	657	1119	656	557	548	467
Application rate		682.50%	1248.00%	832.50%	663.50%	602.50%	611.50%
# First-Year Students *(accepted applicants)*	∑	210	194	203	182	198	199
	f	109	107	123	106	109	123
	m	101	87	80	76	89	76
Rate of female students		0.519047619	0.551546392	0.60591133	0.582417582	0.550505051	0.618090452
# Foreign Students	∑		0	0	0	0	0
	f						
	m						
Rate of foreign students			0	0	0	0	0
Percentage of occupied study places		105.00%	97.00%	101.50%	91.00%	99.00%	99.50%
# Graduates	∑	150	237	223	122	118	158
	f	64	138	102	62	65	92
	m	86	99	121	60	53	66
Success rate *(students who finished their studies)*		95.33%	96.00%	96.55%	97.50%	98.80%	100.00%
Dropout rate *(students who dropped their studies)*		*4.67%*	4.00%	*3.45%*	*2.50%*	*1.20%*	*0.00%*
Average duration of study		3.6 years	3.75 years,	4 years	*4.3 years*	*4.1 years*	*4 years*
Average grade of final degree		3.2	3.15	3.25	*3.35*	*3.39*	*3.42*

For the Bachelor of Accounting (UPA)

The undergraduate study programme Bachelor of Accounting has been taught since 1962. It is also accredited by BAN-PT with an “A” rating that will be valid until 2025. Between 2017 and 2022, the UPA admitted more students than the 200 available study places. It usually accepted more than 200 students (between 199 and 225 students). With more than 70 %, the rate of female students is noticeably higher than the rate of male students. There are no international

students at the UPA. The success rate of students is usually above 73 %, except in 2029 when the 49 % of students finished their studies. Average duration of study time is four years.

Table 3 Statistical data of the Bachelor of Accounting

Table 0.3. Undergraduate Program in Accounting (UPA)

		1. 2017	2. 2018	3. 2019	4. 2020	5. 2021	6. 2022
# Study Places offered by HEI		200	200	200	200	200	200
# Applicants	∑	5388	4732	2602	2904	3142	2571
	f	3233	3035	1561	1742	1885	1543
	m	2155	2023	1041	1162	1257	1028
Application rate		2199,18%	1971,67%	1301,00%	1452,00%	1571,00%	1285,50%
# First-Year Students *(accepted applicants)*	∑	225	217	209	203	199	207
	f	160	158	155	156	151	155
	m	65	59	54	47	48	52
Rate of female students		71,11%	72,81%	74,16%	76,85%	75,88%	74,88%
# Foreign Students	∑	0	0	0	0	0	0
	f						
	m						
Rate of foreign students		0	0	0	0	0	0
Percentage of occupied study places		91,84%	90,42%	104,50%	101,50%	99,50%	103,50%
# Graduates	∑	173	159	103	191	178	177
	f	123	116	76	147	135	133
	m	50	43	27	44	43	44
Success rate *(students who finished their studies)*		76,89%	73,27%	49,28%	94,09%	89,45%	85,51%
Dropout rate *(students who dropped their studies)*		1,78%	3,23%	2,39%	1,97%	1,51%	0,00%
Average duration of study		4,69	4,46	4,04	4,09	4,50	4,54
Average grade of final degree		3,22	3,30	3,23	3,31	3,40	3,49

<u>For the Master of Management Business and Administration (MPMBA)</u>

The master programme Management Business and Administration was introduced in 1995. It also adapted its curriculum to recent educational trends. In 2021, the outcome-based education curriculum started. It offers courses with specific competence certifications such as Certified Wealth Management (CWM). Furthermore, it also has a "Teaching Manager" programme for its graduates to learn about the role and function of top-level managers.

MPMBA obtained the accreditation of ABEST21 International Accreditation (an international accreditation institution from Japan) and is accredited with an “A” rating by BAN-PT.

The MPMBA has 50 study places for every intake twice a year in the odd and the even semester offering in total 100 study places. Between 2017 and 2022, the application rate fluctuated with 73 % (in 2017) to 95 % in 2019 and 88 % (in 2022). In 2017, the acceptance rate reached 59 students and increased to 63 in 2018 and decreased to 19 in 2020. In 2022, 50 students enrolled at the MPMBA.

Male students slightly exceed female students who reach an average percentage of 43 % in the period between 2017 and 2022. There are no international students studying in the MPMBA.

The success rate reached 67 % (in 2017), 42 % (in 2021) and 60 % (in 2022). There are two statistical outliers: in 2018, 138 % and in 2020, 321 % of students finished their studies successfully. The FE UNSRI explained that since there are two intakes every year and some students from other semesters need more time to finish, these cohorts merge. The average duration of the study time is more than two years.

Table 4 Statistical data of the Master of Management Business and Administration

Table 0.4. Master Program in Management Business and Administration (MPMBA)

		2017	2018	2019	2020	2021	2022
# Study Places offered by HEI		100	100	100	100	100	100
# Applicants	∑	73	81	95	76	34	88
	f	31	34	40	42	13	46
	m	42	47	55	34	21	42
Application rate		73.00%	81.00%	95.00%	76.00%	34.00%	88.00%
# First-Year Students ***(accepted applicants)***	∑	59	63	57	19	71	50
	f	29	20	23	10	31	24
	m	30	43	34	9	40	26
Rate of female students		49.15%	31.75%	40.35%	52.63%	43.66%	48.00%
# Foreign Students	∑	0	0	0	0	0	0
	f	0	0	0	0	0	0
	m	0	0	0	0	0	0
Rate of foreign students		0%	0%	0%	0%	0%	0%
Percentage of occupied study places		59.00%	63.00%	57.00%	19.00%	71.00%	50.00%
# Graduates	∑	40	87	50	61	30	30
	f	22	46	18	23	8	14
	m	18	41	32	38	22	16
Success rate ***(students who finished their studies)***		67.80%	138.10%	87.72%	321.05%	42.25%	60.00%
Dropout rate ***(students who dropped their studies)***		28.81%	14.29%	3.51%	10.53%	11.27%	0.00%
Average duration of study		3.15	2.90	2.19	2.36	2.65	2.76
Average grade of final degree		3.44	3.49	3.55	3.57	3.64	3.67

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programmes

For all study programmes

The Faculty of Economics regularly reviews the curricula holding workshops with the lecturers from all study programmes. Updating the objectives and learning outcomes considers the national requirements as determined by the Ministry of Education, Culture, Research and Technology. For instance, in 2020, the Ministry of Education, Culture, Research and Technology (Mendikbud) introduced the Merdeka Belajar-Kampus Merdeka programme (MBKM programme, Independent Learning-Independent Campus programme). It aims to give undergraduate students the right to learn outside the home university and the study programme for up to three semesters with the following core elements: (1) internship, (2) project in a village, (3) student exchange, (4) research, (5) entrepreneurial activities, (6) independent study or project, (7) humanitarian project, and (8) teaching in school. The list of activities can be taken from the programmes determined by the government.

For the Bachelor of Management

Based on the feedback of stakeholders, like lecturers, educational staff, students and alumni, and the reference to UNSRI's vision and mission, the UPM has defined four educational objectives that describe the graduates' profiles. The UPM wants to produce graduates who:

1. have developed professions and careers by implementing management and business practices in a professional manner and upholding professional ethics.
2. can become individuals who develop independently in their careers and knowledge development.
3. have an entrepreneurial spirit and leadership in organisational and business development.
4. have communication skills both orally and in writing in the scientific fields of management and business.

In this context, the UPM lists the following intended learning outcomes. Graduates shall be able to:

1. work in local, regional and international markets in various management domains (ILO 1),
2. conduct scientific research and community service (ILO 2),
3. have creativity and innovation to create job opportunities (ILO 3),
4. have communication and leadership skills in organisations (ILO 4),
5. have the ethical, national and professional values of graduates (ILO 5), and
6. apply management knowledge (ILO 6).

For the Bachelor of Development Economics

The Bachelor of Development Economics strives to become a leading study programme in the field of development economics.[4] Similar to the UPM, the Bachelor of Development Economics has a similar procedure to collect relevant information through involving stakeholders to define its educational objectives. According to the educational objectives, students shall be able to:

1. apply economics to solve economic problems (EO 1),
2. demonstrate oral and written communication skills using graphical approaches and economic models to construct economic arguments and policies (EO 2),
3. contribute to local, regional and international economic development (EO 3), and
4. be part of a team of economic development planners in preparing and evaluating ethical and professional public policies (EO 4).

Connected to these educational objectives, the UPDE defined nine intended learning outcomes for students to be able to:

1. make decisions by optimising limited resources based on economic principles (ILO 1),
2. apply macroeconomics and microeconomics theory to identify and analyse current economic issues (ILO 2),
3. use mathematical, statistical and graphical approaches to compile a review of the impact of economic policies (ILO 3),
4. build economic models in development planning processes using new tools (ILO 4),
5. produce research outputs and policy reports that can be applied in real life (ILO 5),
6. communicate effectively both in writing and oral presentations using information technology (ILO 6),
7. demonstrate integrity through ethical behavior, professionalism, good morals when carry out economic research and scientific professions (ILO 7),
8. apply critical thinking in analysing current issues in the economic field and evaluating the impact of government policies (ILO 8), and
9. collaborate with all economic agents to find comprehensive solutions to economic problems (ILO 9).

For the Bachelor of Accounting

The objectives of the Bachelor of Accounting correspond with the requirements defined by the International Federation of Accountants (IFAC), and the formulation of learning outcomes from the Indonesian Association of Accountants Educator Accountants Compartment (IAI KAPd). Moreover, it also asks for stakeholder feedback, which it integrates in the design as well.

Educational objectives are determined for graduates of the UPA as follows:

1. Internalising religiosity, holistic morals, empathy, usefulness and nationalism,
2. Being able to think critically and be adaptive by upholding ethics, integrity and responsibility as a professional and entrepreneur,

[4] See SER p. 11.

3. Being able to implement concepts and theories of financial accounting, management accounting, sharia accounting, public sector accounting, auditing, and taxation and accounting information systems by optimising the use of information technology, and
4. Being able to communicate, collaborate, have a global outlook and be committed to further education.

The UPA bases its intended learning outcomes on these four educational objectives and extends the list of learning outcomes to fifteen items:

1. Carrying out duties based on religious, moral and ethical values and uphold human values.
2. Having nationalism, having the spirit of Pancasila and being proud of having a national culture and making a real contribution to the progress of civilization.
3. Mastering the general concepts of economics, management and organisation, including governance, financial management, risk management, strategic management, internal control and the business environment as well as mastering the principles of decision making through internalizing the spirit of independence, struggle and entrepreneurship.
4. Mastering the theoretical concepts of accounting (*accounting theory*) in depth covering the basic framework of presentation, accounting standards and preparation of financial reports as well as being able to compile, analyse, and interpret entity financial reports according to financial accounting standards independently and responsibly.
5. Being able to compile reports on the results of analysis of financial and non-financial information and related disclosures that are relevant and reliable for managerial decision making by applying financial and investment management techniques.
6. Mastering general concepts, planning principles, audit procedures and reporting as well as being able to compile audit working papers and be able to review audit evidence in accordance with auditing standards and applicable statutory provisions in various types and audit assignments in accordance with the principles of business and professional ethics accountancy.
7. Mastering factual knowledge of relevant policies and regulations related to tax regulations and business law and able to prepare tax liability reports for both individual and corporate taxpayers in accordance with the applicable tax laws in Indonesia.
8. Being able to compile and analyse reports on management accounting, public sector accounting and sharia accounting by applying relevant accounting techniques.
9. Being able to design business processes and accounting information systems based on information technology in an entity using the *system development life cycle* (SDLC) approach.
10. Internalising academic values, norms and ethics and be able to uphold academic integrity in general and prevent plagiarism from occurring.
11. Being able to apply logical, critical, systematic, and innovative thinking in the implementation, development of science and technology and their implications in accordance with the area of expertise.
12. Being able to demonstrate independent, quality, and measurable performance in compiling scientific descriptions from the results of studies in the form of a thesis or final project report and able to make appropriate decisions in the context of solving problems in their area of expertise, based on the results of information and data analysis.

13. Being able to adapt, work together, create, contribute, and innovate in applying knowledge with a global perspective and able to maintain and develop work networks both inside and outside the institution.
14. Being able to be responsible for the achievement of group work results and able to supervise and evaluate the completion of group work under their responsibility.
15. Mastering the principles and techniques of using information technology relevant to the field of accounting and being able to operate and utilize it optimally and being able to use at least one international language for oral and written communication.

For the Master of Management Business and Administration

Like the Bachelor programmes, the Master of Management Business and Administration regularly involves stakeholders to update the curriculum and the objectives and learning outcomes of the MPMBA. Moreover, it acknowledges the discussions and decisions of the Association of Indonesian Masters of Management Programs (APMMI). As its vision, the MPMBA identifies the aim to produce "professionals in the field of management and business, who have a strong scientific base, entrepreneurial spirit, and the ability to take advantage of science and technology advances based on high ethical and moral values according to the demands of the globalization era." Against the backdrop of this vision, the mission of the MPMBA is to organise education in the field of management science that supports local, regional and national development, to implement and develop management science through education, research and community service, and to create a conducive academic climate for research. Hence, the educational objectives for the graduates are to:

1. become professionals in the field of Management and Business and have high academic ability and virtuousness (EO1),
2. be a confident person, that can be trusted as a leader or member of an effective work team (EO2), and
3. have an increase in knowledge, competence, expertise and networking in the fields of education, research, engineering, business, or other fields through further studies, certification or training and are actively involved in business and professional development (EO3).

Along this line and in accordance with the Association of Indonesian Masters of Management Programs (APMMI),[5] the MPMBA lists the following intended learning objectives:

1. mastering the knowledge, theory, and conceptual framework of management and business (Source: APMMI),
2. applying knowledge, theory and conceptual framework of management and business with an inter or multidisciplinary approach (Source: APMMI),
3. solving problems; organisation through business and management studies (Source: APMMI),
4. being able to make decisions and develop business strategies,
5. being able to have ethical leadership and entrepreneur spirit,
6. being able to implement the results of Islamic business studies for the benefit of government and companies, and

[5] See self-evaluation report p. 13.

7. being able to have competence that is recognized in the management of property and wealth in a professional manner.

Appraisal:

The panel esteems the qualification objectives of all four-study programmes. They relate to the target groups of both undergraduate and graduate students and take the future professional field and societal context of the discipline into account. Through involving stakeholders in the curriculum design process, all study programmes reflect upon the academic proficiency, employability and the development of the individual student's personality. All study programmes take into account the requirements of the national qualification framework and the discussions and decisions of special associations of the discipline if relevant.

		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)

<u>For all study programmes</u>

The UPM, UPDE, UPA and MPMBA adhere to the mission and vision of the University and attribute importance to the internationalisation efforts. They transfer the mission of internationalisation in terms of international cooperation, the use of international teaching materials and the teaching of multicultural perspectives to students. Moreover, lecturers in all three undergraduate programmes gained international experience through short-term training and participation in conferences abroad. For instance, lecturers can join the Junior Faculty Exchange and Summer School in the so-called ERASMUS+OPTBANK Project (Optimizing Research & Doctoral Programme in Banking and Finance in Indonesian Universities). They are encouraged to pursue a doctoral degree abroad as well. Students have the opportunities to experience an international setting by participating in student exchange programmes or competition, such as International SEABC (Sriwijaya Economics, Accounting, and Business Conference), International Youth Programme and International Student Exchange Programme. Partnerships exist, for example among others, with the University of Technology Malaysia and Kasetsart University, Thailand. In addition, the Faculty of Economics invites guest lecturers from international universities to give seminars and lectures to the students.

In addition, the UPA study programme offers an English-language class for several basic accounting courses. Students who choose these classes compile their final project in English. The UPA study programme expresses its delight to see that many graduates found employment abroad, such as France, Germany, USA and Qatar, or that they were accepted at an international university to continue their studies.[6]

[6] See SER p.15.

Appraisal:

During the online conference, the panel learned about the internationalisation strategy of the University. As mentioned in the introduction, UNSRI has doubled its budget to attract more students that come from international universities. It intends to approach the cooperation partners more actively to tell them about their offers. However, a systematic structure and approach for an international orientation of the study programmes is missing, as is the effort to encourage students to acquire competences in and for the international field. For example, the curriculum also has little international content, which the panel criticises (see appraisal in chapter 3.4). The representatives of the Faculty of Economics confirmed during the conference, that the students that apply for all four study programmes are of Indonesian origin and come from Sumatra and other Indonesian regions or provinces. Moreover, there are no international students enrolled in any of the four study programmes as well (see chapter 3.4 and statistical data). Therefore, the panel wants to encourage the Faculty of Economics to open up and become more active themselves to make use of the resources that UNSRI already provides. In doing that, the Faculty can also enhance the graduates job opportunities on the national and international market. Thus, the panel recommends the following **condition for all four study programmes:**

> The University aligns the study programmes' objectives, having mostly a domestic focus, with the University's internationalisation strategy by drafting an action plan with an overall strategy highlighting the roles and functions of all the parties involved.

		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)				**Condition**	

1.3 Positioning of the study programme

<u>Positioning of the study programme on the educational market and job market</u>

<u>For the Bachelor of Management</u>

The graduates that finish with the Bachelor of Management find jobs as business people or as junior managers in private and state-owned companies, consulting firms, or financial institutions. The profiles entail Financial Management, Marketing Management, Human Resources Management, Management, Entrepreneurship, and Islamic Business Management.

During the online conference, the representatives of the Bachelor of Management stated that the profiles offered by the UPM are unique in South Sumatra with regard to their local competitors. They benefitted from input of so-called focus group discussion where the stakeholder suggested to introduce contents regarding green management and the Sustainable Development Goals, which also is a special feature of the UPM on the educational

market. Moreover, the “A” accreditation is seen as another asset of the study programme that makes it attractive to new students.

For the Bachelor of Development Economics

The Bachelor of Development Economics focuses on the South Sumatra creating education opportunities for students that come from that region. It has defined three graduate profiles, namely economics analyst, entrepreneur and development planner. Those who choose the profile of economics analyst and development planner can become researchers, whereas the entrepreneur profile prepares students for working outside the academic field as practitioners. Like the UPM, the UPDE is attractive due to its “A” accreditation.

For the Bachelor of Accounting

As indicated in the introduction before, after graduation of the UPA, the students’ profiles include working as junior accountants or internal auditors in private and state-owned companies, in multinational companies or in government institutions. It is also possible to continue studying a Master’s programme. Since the UPA focuses on the oil and gas industry that is present in the region, many students choose UNSRI and the Faculty of Economics to study Accounting.

For the Master of Management Business and Administration

The Master degree of the MPMBA enables the graduates to become leaders in the fields of Marketing, Human Resources and Accounting. In the Human Resources profile, the students usually bring case studies from their own company that they use to analyse and find solutions. The MPMBA benefits from the ABEST21 International Accreditation (an international accreditation institution from Japan) which singles its out in the region. In addition, the “Teaching Manager” programme is another asset of the study programme. Top-level mangers are invited to teach the students and train their managerial abilities.

For all study programmes regarding positioning of the study programmes within the HEI's overall strategy

As described in the introduction, UNSRI intends to “become a leading and research-based higher education excelling in various fields of science and technology.” The undergraduate programmes at the Faculty of Economics were all launched at the beginning of the 1960s. The MPMBA started in 1995. Hence, the study programmes are an integral component of UNSRI’s development. They reflect upon and refer to the vision and mission of the University (see chapter 1). Their activities concerning education, lecturer training and achievements in terms of publications and research projects are in line with the University’s objectives and strategy.

Appraisal:

The panel finds the reasons that the programme management provided with regard to the positioning in the educational market and the job market convincing. They use regional characteristics to make their curriculum special and to offer students various employment opportunities. The qualifications meet the expectations of the market because they involve stakeholders in the process of designing the curriculum. The future fields of employment for graduates correspond with the contents as well.
With respect to their history and development, the study programmes are an integral part of UNSRI's overall strategic concept. Their qualification goals are in line with the HEI's mission and strategic planning. As mentioned in chapter 1.2, the study programmes should align their objectives more with the University's internationalisation strategy.

		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

Admission requirements and selection procedure for the Bachelor programmes

General admission requirements are as follows:

1. Applicants must be Indonesian citizens or Indonesian citizens of foreign descent confirmed by proof of citizenship.
2. Applicants must have graduated from a Senior High School (SMA), Vocational High School (SMK), Madrasah Aliyah (MA), or Vocational Madrasah Aliyah (MAK) for all majors.
3. Applicants must fulfil language requirements for special study programmes such as Medicine.
4. Foreign Citizens who are sent by certain institutions/individuals abroad must take the USMB UNSRI pathway to be accepted.

The selection of new students is conducted through three pathways, namely the National Selection for State University Entrance (SNMPTN), Joint Selection for State University Entrance (SBMPTN) and Independent Selection called Joint Entrance Screening Examination (USMB).

1. National Selection for State University Entrance (SNMPTN)
   Accepting new students through this pathway is an online process. State universities carry out SNMPTN by tracing the best academic achievements of students through selecting report cards based on the scores of the subjects that must be assessed, namely; Mathematics, Indonesian, English and additional subjects for each of the Science majors.

2. Joint Selection for State University Entrance (SBMPTN)
   The process of accepting new students through joint selection is also conducted online. Prospective students must register for a LTMPT (Higher Education Entrance Test Institute) account. The SBMPTN selection refers to the results of the computer-based writing examination (UTBK) which consists of a Scholastic Potential Test (TPS) and an Academic Competency Test (TKA).

3. Joint Entrance Screening Examination (USMB)
   Joint Entrance Screening Examination (USMB) is an independent path and was set up involving various private universities in South Sumatra. A committee formed by the Decree of the Rector of Sriwijaya University is responsible for the selection process through the USMB independent path. With the computer test, it is very similar to the national selection but the choice of majors is adjusted to the study programmes offered by Universitas Sriwijaya. Participant requirements, registration process and all information and activities related to USMB are publicly announced on the website: www.usmb.unsri.ac.id.

Admission requirements and selection procedure for the Master programme

Students at the postgraduate level have three pathways for continuing their studies:

1. Regular Selection

When a student chooses the regular pathway, they have to carry it out at their own expense or at the expense of the institution where they work. Students working at public agencies can apply for scholarships from various Ministries and Institutions in the Republic of Indonesia.

2. Cooperation Selection

UNSRI has collaboration partners who are willing to bear the costs of their employees' education. Therefore, UNSRI signs MoUs with the external partners.

3. International Selection

Foreign students are admitted through the international route. Foreign students who take short courses or students, who study for less than one year at Universitas Sriwijaya, arrange their administrative completeness at International Service Cooperation Office (KLI) after first registering at foreign student affairs office called the Universitas Sriwijaya Academic and Student Affairs Bureau.

4. UNSRI graduates

Graduates from undergraduate programmes of UNSRI can be admitted to a master programme without any test when they have an excellent degree with a Cum laude graduation predicate under the following conditions:

a) Alumni of Universitas Sriwijaya with a Cum Laude predicate who graduated at the latest one year before can be accepted without a test and without paying a registration fee.
b) Prospective students who are UNSRI lecturers aged under 40 years, are not allowed to register as prospective students at master programmes at UNSRI

Registration of new MPMBA students is conducted via the Entrance Screening Examination (USM) for the Postgraduate Program on a special website (www.usm.ac.id).

<u>For all study programmes regarding counselling for prospective students</u>

Prospective Bachelor students receive assistance on the website of UNSRI or the Faculty of Economics' website (www.fe.unsri.ac.id), via Whatsapp, and email or directly at the Universitas Sriwijaya USMB secretariat. Prospective Master students can ask for assistance by contacting the online registration helpdesk for the Universitas Sriwijaya Postgraduate Programme at Universitas Sriwijaya. For international students, the International Service Cooperation Office (KLI) assists them regarding their administrative needs for their presence in Indonesia such as residence visas, passports, limited stay permit cards.

<u>For all study programmes regarding professional experience</u>

The undergraduate programmes do not require students to have professional experience. The MPMBA students usually have two years of working experience before they continue with their studies. In general, at the MPMBA, working experience is not mandatory but a benefit for the students to deepen their knowledge about management and leadership topics.

Ensuring foreign language requirements

For the Bachelor programmes

The University and the Faculty of Economics do not have specific language requirements for admission at the undergraduate level.[7] However, until graduation, students must pass the Universitas Sriwijaya English Proficiency Test with a minimum score of 400.

For the Master programme

Prospective MPMBA students must pass a written test regarding English language skills during the admission selection. After a positive test result and registration, Universitas Sriwijaya will conduct the internal Universitas Sriwijaya English Proficiency Test or USEPT. It is mandatory for all new MPMBA students who must meet the minimum score of English proficiency of 450. If new MPMBA students do not reach the minimum score for English proficiency, they are not allowed to graduate from UNSRI.

For all study programmes regarding transparency and documentation of admission procedure and decision

The admission system for undergraduate and graduate applicants at UNSRI is based on the UNSRI Statute No.17 of 2018 and is explained in POS/UNSRI/SPMI-04/12-04 and the academic guidelines based on the Rector's Decree.

Prospective students can find information about admission requirements via the website: https://reg.unsri.ac.id/ and http://www.penregistranmahasiswa.web.id/ and on the official website of the LTMPT page (http://www.ltmpt.ac.id) or at Universitas Sriwijaya Public Relations office.

For admission information and selection results of the Universitas Sriwijaya Independent Entrance Test (USM), prospective students can find information via web at https://reg.unsri.ac.id/ and https://unsri.ac.id. There is a call center which is available on 0804 1 450 450.

New students, officially accepted by the Rector in an official ceremony for Sriwijaya University's New Student Admissions, must participate in the Introduction to Campus Life to get information about education at UNSRI, the implementation of academic activities, the name of the academic advisor, and filling out the first semester Student Study Card.

Appraisal:

The panel considers the admission requirements to be transparent and comprehensible. For both undergraduate and graduate admission, UNSRI follows national regulations and offers an independent entrance track.

[7] See SER p.24.

All necessary information regarding the requirements and the process of selection are described and available online. The admission decision is also published online on the relevant portals where students registered for their application.

If students have questions and need consultation, they can submit their request online at the helpdesk. The Faculty of Economics is available on common channels like WhatsApp, telephone or e-mail in case of questions related to the study programmes. Thus, personal dialogue between applicants and the University is possible.

The panel considers it adequate that for the MPMBA study programme, students usually bring two years of working experience, which is not mandatory. Hence, it allows undergraduate students to continue with their studies right after they finish with the Bachelor's degree.

Nevertheless, the panel regards the missing language requirements for the undergraduate study programmes at the Faculty of Economics to be a deficit. They acknowledge that UNSRI is bound by national regulations regarding the national admission paths. In this context, they appreciate that UNSRI has an independent entrance track. Moreover, in the view of the panel, the English language competency test, that is already available, can be connected with the application process for undergraduate students. Since UNSRI requires students to reach a certain level before graduation, the panel points out that with respect to the internationalisation strategy of the University, it is essential for students to be able to communicate in English on a decent level right from the beginning of their studies. That way, it will also be easier for international students to get along with their Indonesian fellow students. Therefore, the panel recommends the following **condition for the three Bachelor programmes UPM, UPDE and UPA:**

> The University defines an adequate English language proficiency for students to be admitted through the independent entrance track.

		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)			MPMBA		UPM UPDE UPA
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			MPMBA	**Condition:** UPM UPDE UPA	
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

Logic and conceptual coherence

For the Bachelor of Management

The development of the UPM curriculum refers to the input from tracer studies that the study programme carried out to support its design and content. Simultaneously, the tracer study creates an academic environment to produce a network with alumni.

The curriculum consists of three categories, namely general education subjects, specialisation subjects, and specific training. The “concentration courses” that refer to the specialisations include Financial Management, Marketing Management, Human Resources Management, Management and Entrepreneurship, and Islamic Business Management. In the first year, the common body of knowledge contains management courses to teach the students the basics of economics. Until the fifth semester, students learn to analyse real company cases, to present their solutions based on theoretical arguments, to perform field research like in the course Business Research Methodology, and to test strategic decisions in a simulated environment. In the fifth semester, students can participate in the MBKM programme and study outside the study programme and even outside the University. There are compulsory and elective courses for each specialisation. In the seventh semester, students must attend mandatory courses to deepen their knowledge about their chosen specialisation. For instance, Financial Management has compulsory courses such as Working Capital Management, Portfolio Investment Management.

For the Bachelor of Development Economics

At the Bachelor of Development Economics, curriculum reviews are carried out periodically involving the lecturers at the study programme level followed by workshops at the faculty level. At last, in 2021, the Faculty hold a curriculum workshop to integrate the outcome-based education and the MBKM programme launched in 2022. In the fifth semester, students can participate in the MBKM programme and in the sixth semester, they have the opportunity to do an internship.

The UPDE has six concentrations that consist of Regional Financial Economy, Natural Resources and Rural Economy, Industrial and Agribusiness Economics, Sharia Economics, Human Resources Economics, and International Monetary and Financial Economics.

For the Bachelor of Accounting

The curriculum of the UPA is designed with the input of the Indonesian Accounting Association. It offers specialisations in Auditing, Management Accounting, Accounting Information Systems, Public Sector Accounting, Sharia Accounting and Taxation. In the field of accounting students learn how to audit or trade in a laboratory; and in the field of taxation, students learn to prepare a taxation report. In the fifth semester, students can participate in the MBKM programme and in the sixth semester, they have the opportunity to do an internship.

For the Master of Management Business and Administration

In the first year, students of the MPMBA must attend courses training their ability to conduct research and preparing them for the final thesis, namely Business Research Methodology and two specialisation courses in Marketing Management, Financial Management, and Financial Management. In the second year, students take 18 sks credits of courses for regular classes and 16 sks credits for weekend classes. In the second year, students prepare the final thesis.

Curriculum overview of the Bachelor of Management

Undergraduate Program in Management Curriculum Overview

1ST SEMESTER

No	Code	Course Module	Credit Point	Methods: Lecturer	Methods: Number of	Methods: Seminar	Methods: Number of	Methods: Practical	Methods: Number of	ECTS: Lecturer (1,6)	ECTS: Seminar (1,6)	ECTS: Practical (1,6)	ECTS: Total	Workload*): Lecturer	Workload*): Structured	Workload*): Self Study	Workload*): Seminar	Workload*): Practical	Workload*): Final Exam	Workload*): Total Hours	Description	Prerequsite
1	UNI1001	Religion	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	
2	UNI1002	Civics	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	
3	UNI1003	Bahasa Indonesia	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	
4	EKP1105	Ethics & Personality	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	
5	EKO1001	Introduction to Microeconomics	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
6	EKO1002	Introduction to Business	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
7	EKO1003	Introduction to Accounting I	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
8	EKP1001	Mathematic for Business	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	
			20										32,00							791,33		

2ND SEMESTER

No	Code	Course Module	Credit Point	Methods: Lecturer	Methods: Number of	Methods: Seminar	Methods: Number of	Methods: Practical	Methods: Number of	ECTS: Lecturer (1,6)	ECTS: Seminar (1,6)	ECTS: Practical (1,6)	ECTS: Total	Workload*): Lecturer	Workload*): Structured	Workload*): Self Study	Workload*): Seminar	Workload*): Practical	Workload*): Final Exam	Workload*): Total Hours	Description	Prerequsite
1	UNI1004	Pancasila	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	
2	EIM1012	Intoduction to Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKO1002
3	EKO1004	Introduction to Macroeconomics	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKO1001
4	EKP1002	Applied Statistic for Business	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EIM1107
5	EKP1203	Introduction To Business Law	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
6	EKP1004	Introduction To Computer Business Application	3		14			3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	WP	
7	EKA1002	Introduction to Accounting II	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKO1003
			20										32,00							787,33		

3RD SEMESTER

No	Code	Course Module	Credit Point	Methods: Lecturer	Methods: Number of Lecture	Methods: Seminar	Methods: Number of Semina	Methods: Practical	Methods: Number of Practic	ECTS: Lecturer (1,6)	ECTS: Seminar (1,6)	ECTS: Practical (1,6)	ECTS: Total	Workload*): Lecturer	Workload*): Structured	Workload*): Self Study	Workload*): Seminar	Workload*): Practical	Workload*): Final Exam	Workload*): Total Hours	Description	Prerequsite
1	EKP2101	Sociology, Culture & Politic	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	
2	EKP2102	Financial Management	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EKO1002; EIM1012
3	EKP2103	Marketing Management	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EKO1002; EIM1012
4	EKP2104	Human Resources Management	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EKO1002; EIM1012
5	EKP2105	Management & Entrepreneurship	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EKO1002; EIM1012
6	EKP2006	Islamic Business Management	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EKO1002; EIM1012
		Operation Management	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EIM1107
7	EKP2107	Cooperation Economics	2	2	14					3,20	0,00	0,00	3,20	23,33	28,00	28,00	0,00	0,00	4,00	83,33	WP	EKO1001
			22										35,20							700,67		

4TH SEMESTER																						
No	Code	Course Module	Credit Point	Methods						ECTS				Workload*)							Description	Prerequsite
				Lecturer	Number of	Seminar	Number of	Practical	Number of	Lecturer (1,6)	Seminar (1,6)	Practical (1,6)	Total	Lecturer	Structured	Self Study	Seminar	Practical	Final Exam	Total Hours		
1	EKP2008	Cost Accounting	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKA1002
2	EKP2209	Corporate Budgeting	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EIM2018
3	EKP2210	Operation Research	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EIM1107
4	EKP2211	International Economics	3	3	14	1	1			4,80	1,60	0,00	6,40	35,00	42,00	42,00	1,67	0,00	4,00	124,67	WP	EKO1001; EKO1004
5	EKP2212	Business Research Methodology	3		14	3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	WP	EIM1114; EIM2018; EIM2019; EIM2020; EIM2021; EIM2022
6	EKP2013	Business Feasibility Study	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EIM2018
7	EKP2014	Strategic Management	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EIM2018; EIM2019; EIM2020; EIM2021; EIM2022
			21										35,20							677,67		

5TH SEMESTER/ Freedom to Learn – Independent Campus (MBKM)																						
No	Code	Course Module	Credit Point	Methods						ECTS				Workload*)							Description	Prerequsite
				Lecturer	Number of Lecture	Seminar	Number of Semin	Practical	Number of Practic	Lecturer (1,6)	Seminar (1,6)	Practical (1,6)	Total	Lecturer	Structured	Self Study	Seminar	Practical	Final Exam	Total Hours		
1	EKP3001	Services Marketing	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2019
2	EKP3102	Business Forecast Techniques	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM1107; EIM1114
3	EKP3103	Applied Computer Application In Business	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM1217
4	EKP3104	International Marketing	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2019
5	EKP3005	Logistics Management	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2126
6	EKP3106	International business Operation	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EKO1002; EIM1012
7	EKP3107	Introduction To Tax	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM1016
9	EKP3109	Service Excellent	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2019
10	EKP3110	Organizational Development	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2020
		Islamic Marketing & HRM	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM3164
		Social Action Internship for Management	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM3074
		Central Banking	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EKP2008
		Branding	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2019
		Industrial & Union Relationship	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2020
		Technopreneurship	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2021
		Business Communication & Negotiation	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EKO1002; EIM1012
		Cooperation Management	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EKO1002; EKP3005
		Total Quality Management (TQM)	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EIM2126
		Internship	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	ssed at least 80 credits
		Green Management & Sustainability	3					3	14	0,00	0,00	4,80	4,80	0,00	0,00	0,00	0,00	119,00	4,00	123,00	PB	EKO1002; EIM1012
		21	60					33,60					81,60				861,00			2460,00		

6TH SEMESTER																						
No	**Code**	**Course Module**	**Credit Point**	**Methods**						**ECTS**				**Workload*)**							**Description**	**Prerequsite**
				Lecturer	**Number of Lecture**	**Seminar**	**Number of Semina**	**Practical**	**Number of Practic**	**Lecturer (1,6)**	**Seminar (1,6)**	**Practical (1,6)**	**Total**	**Lecturer**	**Structured**	**Self Study**	**Seminar**	**Practical**	**Final Exam**	**Total Hours**		
1	EKP3011	English for International Standard Test	3	1	4			2	10	1,60	0,00	3,20	4,80	11,67	14,00	14,00	0,00	56,67	4,00	100,33	WP	
2	EKP3212	Managerial Accounting	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKA2102
3	EKP3213	Econometrics	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	
4	EKP3214	Business Management Information System	3	2	14			1	2	3,20	0,00	1,60	4,80	23,33	28,00	28,00	0,00	5,67	4,00	89,00	WP	EKO1002; EIM1012; EIM1217
5	EKP3215	Mandatory concentration course 1	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
6	EKP3216	Mandatory concentration course 2	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
7	EKP3217	Mandatory concentration course 3	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	
			21										33,60							770,33		
7TH SEMESTER																						
No	**Code**	**Course Module**	**Credit Point**	**Methods**						**ECTS**				**Workload*)**							**Description**	**Prerequsite**
				Lecturer	**Number of**	**Seminar**	**Number of**	**Practical**	**Number of**	**Lecturer (1,6)**	**Seminar (1,6)**	**Practical (1,6)**	**Total**	**Lecturer**	**Structured**	**Self Study**	**Seminar**	**Practical**	**Final Exam**	**Total Hours**		
1	EKP4101	Risk Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EIM2018
2	EKP4002	Organizational Behavior	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKO1002
3	EKP4103	Managerial Economics	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKO1004; EIM1114
4		Monetary Economics	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	WP	EKO1001; EKO1004
5		Mandatory concentration course 4	3			3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	WP	
			15										24,00							566,00		
List of mandatory concentration courses																						
1. Financial Management (KMK)																						
1	EKP4104	Working Capital Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMK)	EIM2018
		International Financial Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMK)	EIM2019
		Portfolio/Investment Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMK)	EIM2020
2	EKP4105	Seminar On Financial Management	3			3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	PPM (KMK)	Passed 3 (three) Compulsory Subjects in the Field of Specialization Courese in Financial Management; Passed Minimum 125 credits;
			12										19,20							443,00		

2. Marketing Management (KMP)																						
1	EKP4106	Consumer Behavior	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMP)	EIM2019
		Advertising & Sales Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMP)	EIM2020
		Marketing Research	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMP)	EIM2021
2	EKP4107	Seminar On Marketing Management	3			3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	PPM (KMP)	Passed 3 (three) Compulsory Subjects in the Field of Specialization Courese in Marketing Management; Passed Minimum 125 credits;
			12										19,20							443,00		
3. Human Resources Management (KMSDM)																						
1	EKP4108	Compensation	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMSDM)	EIM2020
		HRM Planning & Job Analysis	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMSDM)	EIM2021
		HRM Development & Performance Apprais	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMSDM)	EIM2022
2	EKP4109	Seminar On Human Resources Management	3			3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	PPM (KMSDM)	Passed 3 (three) Compulsory Subjects in the Field of Specialization Courese in Human Resource Management; Passed Minimum 125 credits;
			12										19,20							443,00		
4. Management & Entrepeneurship (KMKw)																						
1	EKP4110	Creativity & Innovation	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMKw)	EIM2021
		Business Environment Analysis	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMKw)	EIM2022
		Leadership	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMKw)	EIM2023
2	EKP4111	Seminar On Management & Entrepeneurship	3			3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	PPM (KMKw)	Passed 3 (three) Compulsory Subjects in the Field of Specialization Courese in Management & Entrepeneurship; Passed Minimum 125 credits;
			12										19,20							443,00		

													15,20							443,00		
5.Islamic Business Management (KMBS)																						
1	EKP4112	Fiqh Muamallah	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMBS)	EIM2022
		Islamic Financial Statement Analysis	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMBS)	EIM2023
		Islamic Management	3	3	14					4,80	0,00	0,00	4,80	35,00	42,00	42,00	0,00	0,00	4,00	123,00	PPM (KMBS)	EIM2024
2	EKP4113	Seminar On Islamic Business Management	3			3	14			0,00	4,80	0,00	4,80	0,00	0,00	0,00	70,00	0,00	4,00	74,00	PPM (KMBS)	Passed 3 (three) Compulsory Subjects in the Field of Specialization Courese in Management & Entrepeneurship; Passed Minimum
			12										19,20							443,00		

8TH SEMESTER

No	Code	Course Module	Credit Point	Methods						ECTS				Workload*)							Description	Prerequsite
				Lecturer	Number of Lecture	Seminar	Number of Semina	Practical	Number of Practic	Lecturer (1,6)	Seminar (1,6)	Practical (1,6)	Total	Lecturer	Structured	Self Study	Seminar	Practical	Final Exam	Total Hours		
1	EKP4016	Final Report for Management	6	2	14	4	12			3,20	6,40	0,00	9,60	23,33	28,00	28,00	80,00	0,00	4,00	163,33	WP	Passing the Compulsory Seminar Subjects in the Field of Specialization course; See Thesis and Comprehensive Requirements for Final Examination
			6										9,60							163,33		

description: *) minutes

**) apprenticeship in the Financial and Banking Industry/Bank Indonesia as conver

ECTS =	235,20
HOURS =	5317,67
SKS =	146

Method of teaching:

TCL	: Teacher Centre Learning
SCL	: Student Based Learning
PBL	: Problem Based Learning
ECTS	: The European Credit Transfer and Accumulat on System
MBKM	: Freedom to Learn - Independent Campus

MODULE OF FIELD WORK STUDY AS CONVERTION:

No	Code	Course Module
1	EKP3001	Services Marketing
2	EKP3102	Business Forecast Techniques
3	EKP3103	Applied Computer Application In Business
4	EKP3104	International Marketing
5	EKP3005	Logistics Management
6	EKP3106	International business Operation
7	EKP3107	Introduction To Tax
8	EKP3108	Service Excellent
9	EKP3109	Organizational Development
10	EKP3110	Islamic Marketing & HRM
Total CP		Social Action Internship for Management
		Central Banking
		Branding
		Industrial & Union Relationship
		Technopreneurship
		Business Communication & Negotiation
		Cooperation Management
		Total Quality Management (TQM)
		Internship
		Green Management & Sustainability

Curriculum overview of the Bachelor of Development Economics

UPDE Curriculum Overview Here: Bachelor's Programme, 8 Semesters														
Modul No.	Title of Module / Course Unit + Compulsory or elecitive	Credit Points per Semester								Workload		Method of Teaching	Form and Duration of Examinations	weight of exam related to final grade
		1.	2.	3.	4.	5.	6.	7.	8.	Hours in Class	Hours Self-Study	i.e. lecture course, seminar		
M1	**Module 1: 1st Semester**	**32,00**								**618,67**	**320,00**			**5/36**
UNI1001	Religion	3,20								62,67	32,00	L	Exam Paper (120 Min)	**1/72**
UNI1002	Pancasila	3,20								62,67	32,00	L	Exam Paper (120 Min)	**1/72**
UNI1003	Civics	3,20								62,67	32,00	L	Exam Paper (120 Min)	**1/72**
EKP1105	Sociology & Politic	3,20								62,67	32,00	L	Exam Paper (120 Min)	**1/72**
EKO1001	Introduction to Microeconomics	4,80								92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKO1002	Introduction to Business	4,80								92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKO1003	Introduction to Accounting I	4,80								92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP1001	Mathematical Economics I	4,80								92,00	48,00	L	Exam Paper (120 Min)	**1/48**
M2	**Module 2: 2nd Semester**		**32,00**							**552,67**	**280,00**			**5/36**
UNI1004	Bahasa Indonesia		3,20							62,67	32,00	L	Exam Paper (120 Min)	**1/72**
EIM1012	Intoduction to Management		4,80							92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKO1004	Introduction to Macroeconomics		4,80							92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP1002	Economic Statistics		4,80							61,00	28,00	L, P, CM	Exam Paper (120 Min)	**1/48**
EKP1203	Optimizazation Methods		4,80							61,00	28,00	L, P, CM	Exam Paper (120 Min)	**1/48**
EKP1004	Intoroduction to Development Economics		4,80							92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKA1002	Introduction to Accounting II		4,80							92,00	48,00	L	Exam Paper (120 Min)	**1/48**
M3	**Module 3; 3rd Semester**			**33,60**						**658,67**	**268,00**			**7/48**
EKP2101	Introduction to Modern Bussines Law			3,20						62,67	32,00	L	Exam Paper (120 Min)	**1/72**
EKP2102	Computer Applications in Economic			4,80						140,00	0,00	P	Exam Paper (120 Min)	**1/48**
EKP2103	Development Economics			4,80						92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP2104	Microeconomics Theory			6,40						121,33	64,00	L	Exam Paper (120 Min)	**1/36**
EKP2105	Labor Economics			4,80						92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP2006	Islamic Microeconomics			4,80						92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP2107	Industrial Economics			4,80						58,67	28,00	L, CM	Exam Paper (120 Min)	**1/48**

M4	**Module 4: 4th Semester**				**35,20**					**504,50**	**204,00**			**11/72**
EKP2008	Monetary Economics				4,80					58,67	28,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP2209	Macroeconomics Theory				6,40					121,33	64,00	L	Exam Paper (120 Min)	**1/36**
EKP2210	Regional Economics				4,80					58,67	28,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP2211	Agricultural Economics				4,80					61,83	30,00	L, P	Exam Paper (120 Min)	**1/48**
EKP2212	Public Economics				4,80					60,67	30,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP2013	Research Methodology for Economics and Socials				4,80					84,00	0,00	CM, S	Research Proposal	**1/48**
EKP2014	Basic Econometrics				4,80					59,33	24,00	L, P, CM	Exam Paper (120 Min)	**1/48**
M5	**Module 5: 5th Semester**					**32,00**				**473,58**	**236,00**			**5/36**
	Freedom to Learn - Independence Campus / building village project / internship in industry													
List of Elective course														
EKP3001	Entrepreneurship in Digital Era					4,80				62,67	24,00	L, P, CM	Exam Paper (120 Min)	**1/48**
EKP3102	Development Planning					4,80				87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3103	Natural Resources & Environmental Economics					4,80				87,00	48,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP3104	Non Parametric Statistics					4,80				61,00	28,00	L, P, CM	Exam Paper (120 Min)	**1/48**
EKP3005	Cooperative economics					3,20				59,33	32,00	L	Exam Paper (120 Min)	**1/72**
EKP3106	Small Scale Enteprise Economics					4,80				56,42	26,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP3107	Transportation Economics					4,80				60,17	30,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP3108	Rural Economics					4,80				56,42	26,00	L, CM	Exam Paper (120 Min)	**1/48**
EKP3109	Non Banking Financial Institutions					4,80				87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3110	Agricultural Product Price and Market Analysis					4,80				87,00	48,00	L	Exam Paper (120 Min)	**1/48**
UNI3001	Field Work Study					6,40				43,67	10,00	PBL	Report	**1/36**
M6	**Module 6: 6th Semester**						**32,00**			**560,33**	**300,00**			**5/36**
	Apprenticeship Activity													
List of Elective course														
EKP3011	International Economics**)						4,80			92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3212	The History of Economics Thought						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3213	Economic Forechasting**)						4,80			61,00	28,00	L, P	Exam Paper (120 Min)	**1/48**
EKP3214	Industrial Banking**)						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3215	Islamic Macroeconomics						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3216	Islamic Economic Institutions**)						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3217	Istitutional Economics						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3218	Financial Economics and Finalcial Markets**)						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP3219	Microfinance**)						3,20			59,33	32,00	L	Exam Paper (120 Min)	**1/72**
EKP3020	Central Banking**)						4,80			87,00	48,00	L	Exam Paper (120 Min)	**1/48**

M7	**Module 7: 7th Semester**							**24,00**		**460,00**	**240,00**			**5/48**
EKP4101	Evaluation of Development Projects							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4002	Indonesian Economy							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4103	Econometrics Time Series and Panel Data							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
	Mandatory concentration course 1							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
	Mandatory concentration course 2							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
List of mandatory concentration course														
1. Regional Financial Economy (BKEKD)														
EKP4104	The Economics of Public Policy							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4105	Regional Public Finance							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
2. Natural Resources, Regional, and Rural Economy (KERP)														
EKP4106	Cities and Environmental Economics							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4107	Rural and Regional Economics Policy							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
3. Industrial and Agribusiness Economics (KEIDA)														
EKP4108	Industrial Organization and Policy							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4109	Agrobusiness Economics							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
4. Sharia Economics (KES)														
EKP4110	Islamic Financial and Economy							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4111	Fiqh Muamalah							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
5. Human Resource Economics (ESDM)														
EKP4112	Labor Economics Policy							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4113	Labor Market Analysis							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
6. International monetary and financial economics (KEMIN)														
EKP4114	Monetary Policy in Development							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
EKP4115	International of Financial Economics							4,80		92,00	48,00	L	Exam Paper (120 Min)	**1/48**
M8	**Module 8: 8th Semester**								**9,60**	**80,00**	**192,00**			**1/24**
EKP4016	Script								9,60	80,00	192,00	PBL, S	Script defence (60 Min)	**1/24**
total		32,00	32,00	33,60	35,20	32,00	32,00	24,00	9,60	3908,42	1804,00			
L:	***Lecture***													
S:	***Seminar***										ECTS =	230,40		
P:	***Practice***										HOURS =	5.712,42		
CM:	***Case Method***													
PBL:	***Project Based Learning***													

Curriculum Overview of the Bachelor of Accounting

UPA Sample Curriculum Overview Here: Bachelor's Programme, 8 Semesters														
	1st Semester													
Modul No.	Title of Module / Course Unit + Compulsory or elecitive?	Credit Points per Semester								Workload		Method of Teaching	Form and Duration of Examinations	weight of exam related to final grade
		1.	2.	3.	4.	5.	6.	7.	8.	Hours in Class	Hours Self-Study			
M1	Module 1 : Semester 1	32								160	640			
UNI1001	Religion	3,2								26.67	64	L	Exam Paper (100 Min)	60%
UNI1002	Pancasila	3,2								26.67	64	L	Exam Paper (100 Min)	60%
UNI1003	Civils	3,2								26.67	64	L	Exam Paper (100 Min)	60%
EKO1001	Introduction to Micro Economic	4,8								40	96	L	Exam Paper (100 Min)	60%
EKO1002	Introduction to Business	4,8								40	96	L	Exam Paper (100 Min)	60%
EKO1003	Introduction to Accounting I	4,8								40	96	L,T	Exam Paper (100 Min)	60%
EKP1001	Matematical Economic	4,8								40	96	L	Exam Paper (100 Min)	60%
EKA1101	English for Accounting and Business	3,2								26.67	64	L	Exam Paper (100 Min)	60%
	2nd Semester													
M2	Module 2 : Semester 2		32							266,67	640			
UNI1004	Indonesian Language		3,2							26,67	64	L	Exam Paper (100 Min)	60%
EKO1004	Introduction to Macro Economic		4,8							40	96	L	Exam Paper (100 Min)	60%
EIM1012	Introduction to Management		4,8							40	96	L	Exam Paper (100 Min)	60%
EKA1002	Introduction to Accounting II		4,8							40	96	L	Exam Paper (100 Min)	60%
EKP1002	Statistical Economic		4,8							40	96	L,T	Exam Paper (100 Min)	60%
EKA1203	Computer Application		4,8							40	96	L	Exam Paper (100 Min)	60%
EKA1204	Business Law and Accounting		4,8							40	96	L,T	Exam Paper (100 Min)	60%

	3rd Semester													
M3	**Module 3 : Semester 3**			**32**						**266,67**	**640**			
EKA2101	Intermediate Accounting I			4,8						40	96	L	Exam Paper (100 Min)	**60%**
EKA2102	Cost Accounting			4,8						40	96	L	Exam Paper (100 Min)	**60%**
EKA2103	Management Information System			4,8						40	96	L	Exam Paper (100 Min)	**60%**
EKA2104	Taxation I			4,8						40	96	L	Exam Paper (100 Min)	**60%**
EKA2105	Syariah Accounting			4,8						40	96	L	Exam Paper (100 Min)	**60%**
EKA2106	Entrepreneurship and Accounting			3,2						26,67	64	L	Exam Paper (100 Min)	**60%**
	Non-Specification Option			4,8						40	96			
EKA2113	Computerized Accounting											L	Exam Paper (100 Min)	**60%**
EKA2114	Business Ethics											L	Exam Paper (100 Min)	**60%**
EKA2115	Portfolio/Invest and Management System											L	Exam Paper (100 Min)	**60%**
EKA2116	Socio-Entrepreneurship											L	Exam Paper (100 Min)	**60%**
UNI3001	Field Work Study													
	4th Semester													
M4	**Module 4 : Semester 4**				**33,6**					**240**	**576**			
EKA2207	Quantitative Method in Business				4,8					40	96	L,T	Exam Paper (100 Min)	60%
EKA2208	Intermediate Accounting II				4,8					40	96	L	Exam Paper (100 Min)	60%
EKA2209	Management Accounting				4,8					40	96	L	Exam Paper (100 Min)	60%
EKA2210	Accounting Information System				4,8					40	96	L	Exam Paper (100 Min)	60%
EKA2211	Taxation II				4,8					40	96	L	Exam Paper (100 Min)	60%
EKA2212	Public Sector Accounting				4,8					40	96	L	Exam Paper (100 Min)	60%
	Non-Specification Option				4,8					40	96			
EKA2113	Computerized Accounting											L	Exam Paper (100 Min)	**60%**
EKA2114	Business Ethics											L	Exam Paper (100 Min)	**60%**
EKA2115	Portfolio/Invest and Management System											L	Exam Paper (100 Min)	**60%**
EKA2116	Socio-Entrepreneurship											L	Exam Paper (100 Min)	**60%**
UNI3001	Field Work Study													

	5th Semester													
M5	**Module 5 : Semester 5**					**33,6**				**280**	**672**			
EKA3102	Advanced Financial Accounting I					4,8				40	96	L	Exam Paper (100 Min)	60%
EKA3103	Auditing I					4,8				40	96	L	Exam Paper (100 Min)	60%
EKA3104	Accounting Theory					4,8				40	96	L	Exam Paper (100 Min)	60%
EKA3005	Oil and Gas Accounting					4,8				40	96	L	Exam Paper (100 Min)	60%
EIM2018	Financial Management					4,8				40	96	L	Exam Paper (100 Min)	60%
EKA3001	Research Methology					4,8				40	96	L	Submit Research Proposal	60%
	Spesification Option					4,8				40	96			
EKA3012	Management Control System											L	Exam Paper (100 Min)	60%
EKA3013	Strategic Management											L	Exam Paper (100 Min)	60%
EKA3014	Balanced Scorecard and Six Sigma											L	Exam Paper (100 Min)	60%
EKA3015	Management Auditing											L	Exam Paper (100 Min)	60%
EKA3016	Internal Auditing											L	Exam Paper (100 Min)	60%
EKA3017	Fraud dan Forensic Auditing											L	Exam Paper (100 Min)	60%
EKA3018	Database Management System											L,T	Exam Paper (100 Min)	60%
EKA3019	Computerized System Risk and Control											L	Exam Paper (100 Min)	60%
EKA3020	Object Oriented Program											L,T	Exam Paper (100 Min)	60%
EKA3021	Region and Central Government Financial System											L	Exam Paper (100 Min)	60%
EKA3022	Public Sector Auditing											L	Exam Paper (100 Min)	60%
EKA3023	Governmental Internal Control System											L	Exam Paper (100 Min)	60%
EKA3024	Tax Investigation											L	Exam Paper (100 Min)	60%
EKA3025	Tax Planning											L	Exam Paper (100 Min)	60%
EKA3026	International Tax											L	Exam Paper (100 Min)	60%
EKA3027	Syariah Governance and Auditing											L	Exam Paper (100 Min)	60%
EKA3028	Syariah Accounting Contemporer Issues											L	Exam Paper (100 Min)	60%
EKA3029	Syariah Accounting Scientific Studies											L	Exam Paper (100 Min)	60%

M6	**Module 6 : Semester 6**						**33,6**			**280**	**672**			
EKA3206	Cost Management						4,8			40	96	L	Exam Paper (100 Min)	60%
EKA3207	Advanced Accounting II						4,8			40	96	L	Exam Paper (100 Min)	60%
EKA3208	Auditing II						4,8			40	96	L	Exam Paper (100 Min)	60%
EKA3209	Banking Accounting and LKS						4,8			40	96	L	Exam Paper (100 Min)	60%
EKA3210	Information System Auditing						4,8			40	96	L	Exam Paper (100 Min)	60%
EKA3211	Tax Accounting						4,8			40	96	L	Exam Paper (100 Min)	60%
	Spesification Option						4,8			40	96			
EKA3012	Management Control System											L	Exam Paper (100 Min)	60%
EKA3013	Strategic Management											L	Exam Paper (100 Min)	60%
EKA3014	Balanced Scorecard and Six Sigma											L	Exam Paper (100 Min)	60%
EKA3015	Management Auditing											L	Exam Paper (100 Min)	60%
EKA3016	Internal Auditing											L	Exam Paper (100 Min)	60%
EKA3017	Fraud dan Forensic Auditing											L	Exam Paper (100 Min)	60%
EKA3018	Database Management System											L,T	Exam Paper (100 Min)	60%
EKA3019	Computerized System Risk and Control											L	Exam Paper (100 Min)	60%
EKA3020	Object Oriented Program											L,T	Exam Paper (100 Min)	60%
EKA3021	Region and Central Government Financial System											L	Exam Paper (100 Min)	60%
EKA3022	Public Sector Auditing											L	Exam Paper (100 Min)	60%
EKA3023	Governmental Internal Control System											L	Exam Paper (100 Min)	60%
EKA3024	Tax Investigation											L	Exam Paper (100 Min)	60%
EKA3025	Tax Planning											L	Exam Paper (100 Min)	60%
EKA3026	International Tax											L	Exam Paper (100 Min)	60%
EKA3027	Syariah Governance and Auditing											L	Exam Paper (100 Min)	60%
EKA3028	Syariah Accounting Contemporer Issues											L	Exam Paper (100 Min)	60%
EKA3029	Syariah Accounting Scientific Studies											L	Exam Paper (100 Min)	60%
	7th Semester													
M7	**Module 7 : Semester 7**							**24**		**200**	**480**			
EKA4101	Electronic Data Processing							4,8		40	96		Exam Paper (100 Min)	60%
EKA4102	Behavioral Accounting							4,8		40	96		Exam Paper (100 Min)	60%
EKA4103	Government Accounting System							4,8		40	96		Exam Paper (100 Min)	60%
EKA4004	Sustainability Accounting							4,8		40	96		Exam Paper (100 Min)	60%
EKA4005	Current Issues in Accounting							4,8		40	96		Exam Paper (100 Min)	60%
	8th Semester													
M8	**Module 8 : Semester 8**								**9,6**	**80**	**192**			
EKA4006	Script								9,6	80	192	L	Submit Script	60%

Curriculum overview of the Master of Management Business and Administration

COURSE DISTRIBUTION MATRIX										
Semester	Amount of Credits	Amount of Courses	Courses Name							
			Compulsary						Specialization 1	Specialization 2
IV weekend classes	12,8	2	Thesis (9.6 Credits)	Special Study of Islamic Economics (3.2 Credits)						
III	28.8 credits for regular class and 25.6 credits for weekend class (if thesis taken)	6	Operation Management (4.8 Credits)	Strategic Management and Wealth Management (4.8 Credits)	Entrepreneurship (3.2 Credits)	Managerial Economics (3.2 Credits)	Special Study of Islamic Economics (3.2 credits) (weekend class)	Thesis (9.6 credits)		
II	17,6	4	Business ethics (3.2 Credits)	Business Research Methodology (4.8 Credits)					1. Special Topics of Marketing Management and Consumer Behavior Analysis (3 Credits) 2. Organizational Behavior and Development (3 Credits) 3. Investment & Portfolio	1. Marketing Research 2.Compensation Management 3. Financial Management
I	14,4	4	Marketing Management (3.2 Credits)	Financial Management (3.2 Credits)	Human Resources Management (3.2 Credits)	Management Accounting (4.8 Credits)				

Rationale for degree and progamme name

The programme names are determined in the underlying regulations from DIKTI Permendikbud No. 257/M/KPT/2017 and Minister of Ristekdikti No. 59 of 2018 concerning Diplomas, Competency Certificates, Professional Certificates, Titles, and Procedures for Writing Degrees in Higher Education. The name of the Bachelor of Development Economics refers to the Decree of the Director General of Higher Education Number 212/Dikti/Kep/1996 dated July 11, 1996, and takes into account the context of developing countries which require knowledge of development economics, and development planning.

The Bachelor of Management, the Bachelor of Development Economics and the Bachelor of Accounting award the academic title of Bachelor of Economics (S.E.). The Master of Management Business and Administration awards the academic title of Master of Management (M.M.).

Integration of theory and practice, and interdisciplinary thinking

For all Bachelor programmes

At the undergraduate level, students can participate in the MBKM programme and can take courses at other universities and do internships at companies that cooperate with the Faculty of Economics. The MBKM programme offers students multiple opportunities to gather practical experiences reflecting upon the theories that they learned in the courses and to enhance their interdisciplinary thinking skills.

For the Bachelor of Management

To connect theories and practice in the Bachelor of Management, the lecturers use case studies and projects to teach students how to find practical solutions based on their theoretical knowledge. In the introduction seminars of each specialisation, students prepare scientific papers that they present in class. For instance, in the seminar Financial Management, students conduct a stock market analysis over the duration of a semester and write a report. Moreover, courses such as Computer Applications and Computer Applications in Business integrate practical components into the study of theories.

Students learn about other disciplines in courses such as Business Law, Sociology and Business Politics and Applied Statistics for Business.

For the Bachelor of Development Economics

The UPDE combines theoretical aspects concerning microeconomics and macroeconomics with the basics of drafting development plans. Students learn how to conduct economic forecasts and to analyse economic policies. In the course Econometrics, students apply theoretical knowledge and methods to real-life data. In the course Industrial Economics II, they conduct research and write a report, at first using secondary sources and in a second step, collecting primary data themselves.

Interdisciplinary thinking is trained in courses like Introduction to Business Law, Sociology and Political Economy, Natural Resource and Environmental Economics, Economic Mathematics and Economic Statistics.

For the Bachelor of Accounting

Case studies and project-based assignments shall support students in transferring their theoretical knowledge about auditing and taxation to practical examples. In courses like Auditing I and II, the UPA includes audit software like ATLAS that shall help students to learn how to audit and to monitor a company. Students shall be enabled to calculate a company's taxes and to write the taxation report. In addition, the study programme also invites auditors to teach students from their practical examples.

Several courses include other disciplines, like technology, computerised systems, management and accounting. Among the courses are, for instance, Management Accounting, Cost Management, Management Control System, Accounting Information Systems, Electronic Data Processing, Computerized Accounting, Database Management Systems, Computerized Systems Risk and Control, Object Oriented Programs. Sharia Accounting, Banking Accounting and LKS, Sharia Governance and Accounting, Sharia Accounting Contemporary Issues combine religious aspects with accounting. There is also a reference to oil and gas industry in the course Gas and Oil Accounting.

For the Master of Management Business and Administration

The MPMBA main target group consists of young managers and prospective managers who have academic competence, professionalism and a global perspective. They usually bring working experience.

The MPMBA organises company visits and field trips to help students practice managing changes in a business internally and externally to ensure optimisation of business performance and sustainability. For example, students can use the case studies of their former employer to analyse business problems and find solutions for them.

For all study programmes regarding ethical aspects

The University Sriwijaya has issued the Academic Ethics of Universitas Sriwijaya Number 152a/H9/DT/2009 dated 31 August 2009 that defines the ethics of lecturers and students. Students learn about these ethics in writing in the Academic and Student Affairs Handbook and verbally during the Introduction to Campus Life for New Students at the beginning of their studies. In addition, to fight plagiarism, the theses and final assignments are checked with the software Turnitin or Itenticate.

At the Bachelor of Management, students must attend the course Ethics and Personality in the first semester. In this course, students learn to recognize themselves, their personality and personal development. They are taught how to measure good and bad attitudes, effective and meaningful communication. The Bachelor of Development Economics includes ethical aspects in the common compulsory courses like Religious Education, Pancasila and Civics. The Bachelor of Accounting provides ethics lessons in the course Business Ethics in the third and

fourth semester. These courses explain professional codes of ethics for the accounting profession. At the Master of Management Business and Administration, the course Business Ethics in the second semester teaches professional ethics for managers, like moral awareness and skills to run a business in an honest and fair way.

For all study programmes regarding methods and scientific practice

According to the Universitas Sriwijaya research and service guidelines, lecturers must involve students at the undergraduate and graduate level to assist in the lecturer's research and in the writing of scientific papers. If a lecturer receives a research grant, they are obliged to have two to three students join the project.

In the fourth semester, students of the Bachelor of Management attend the course Business Research Methodology that conveys the basic knowledge about scientific research. In the Bachelor of Development Economics, the Statistics course and the Econometrics course teach competences that students shall use to collect and analyse data. This will help them to write the final thesis. Students of the Bachelor of Accounting must attend the course Research Methodology in the fifth semester and the course Current Issues in Accounting in the seventh semester that shall help them to write the final thesis. To train the application of software and the analysis of data, the students can go to the statistical laboratory.

The students of the Master of Management Business and Administration must attend the Business Research Methodology course in which they prepare a research proposal for their final thesis. Regular courses also include research training for students.

For all study programmes regarding examination and final thesis

According to the academic guidelines as issued by the Rector's Decree (Rector's Decree No: 0111/UN9/SK.BAK.Ak/2020), every semester, students have two exam periods, namely the midterm exam (UTS) and the final semester exam (UAS). The assessment methods vary according to the content of the course. The lecturer in charge of the course determines the exam format. For instance, there are multiple choice tests, essays, open book and closed book exams. A project/case study assignment or a portfolio are further examination formats. Students receive feedback related to the exams.

The final thesis is accompanied by a thesis proposal seminar and a comprehensive examination. One examiner will test the students after they have finished working on their thesis to determine their scientific ability. The final exam is in the form of a comprehensive exam related to the thesis and tests the students' knowledge of compulsory courses and specialisation courses. Students who do not pass the final exam on the first attempt can repeat it another time as long as the student's study period has not ended.

Appraisal:

The panel considers that the curriculum of the Bachelor of Management, the Bachelor of Development Economics, the Bachelor of Accounting and the Master of Management Business and Administration meet the standards in the respective field of research and the offering of the common courses.

Contrary to their expectation, they find that the Bachelor of Development Economics focuses mostly on the national market rather than international developments. However, the panel finds the qualification objectives of each study programme to be included in the curriculum and to match the intended learning outcomes. The contents of the courses are interconnected and based on one another. Each study programme has several profiles for specialisation (compulsory electives) that enable students to acquire additional competences and skills.

For the Master of Management Business and Administration, students usually have professional experience that the contents of the programme take into account. For instance, students develop case studies on problems they encounter in their companies and try to develop solutions in the courses to help the business change and develop.

For all four study programmes, the degree and programme names correspond to the contents of the curriculum and the programme objectives. They consider national regulations.

All four study programmes connect theoretical questions with practical examples. The panel appreciates that the Bachelor of Management, the Bachelor of Development Economics and the Bachelor of Accounting refer to applied economics so that students use real-life data to analyse the markets. The contents they teach are linked to the relevant computer applications enabling students to get familiar with the latest technologies. The panel was impressed that the Bachelor of Accounting invites auditors to hold seminars and train students in writing auditing reports.

During the online conference, the panel learned that the students were fond of the voluntary internship, which they consider an asset for their future career. Therefore, the panel **recommends** the Faculty of Economics to consider encouraging the students in a stronger way to choose the internship option that is also a component in the MBKM programme.

Interdisciplinary thinking plays an integral part in the MBKM programme and the curriculum. Besides this, students learn about neighbouring disciplines, such as sociology and business law, in elective courses that provide a broader perspective on their subject.

Ethical implications are integrated into all curricula, for instance through special ethics courses. The University also appropriately communicates a code of ethics.

Students acquire methodological competences focusing on quantitative methods. Scientific methods are ensured by having students join their lecturers' research. The final thesis is prepared through respective courses, like Research Methodology.

During the online conference, the panel learned that UNSRI intends to have an outstanding reputation also by promoting the possibility that students finish their studies in less than four

years for undergraduate study programmes and less than two years for graduate programmes. With regard to the quality of the student's scientific work, the panel emphasises the importance of good scientific skills. The students shall prove in their thesis that they are able to do scientific work. Therefore, to ensure that the final thesis is written in the expected quality for the undergraduate and graduate level, the panel **recommends** the four study programmes to define a procedure that ensures that the students put the required effort into the writing process by offering further consultation and putting more emphasis on research methods in the courses.

In general, the examination formats and the procedures for all four study programmes are defined and help to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats.

		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

Modular structure of the study programme

For the Bachelor of Management

Projected study time	8 semesters
Number of credits (national credits and ECTS credits)	146 sks credits/ 235,2 ECTS credits
Workload per credit	25 hours
Number of courses	85 courses
Time required for processing the final thesis/project and awarded credits	1 semester 6 sks credits (9,6 ECTS credits)
Number of contact hours	6.600 hours

The UPM has a regular study time of eight semesters with 146 sks credits. In the first year, students learn the basics of economics. Building upon that, the following semesters involve more advanced, interdisciplinary courses, backed-up by more demanding practical tasks.

For the Bachelor of Development Economics

Projected study time	8 semesters
Number of credits (national credits and ECTS credits)	144 sks credits/ 230,4 ECTS credits
Workload per credit	25 hours
Number of courses	68 courses
Time required for processing the final thesis/project and awarded credits	1 semester 6 credits (9,6 ECTS credits)
Number of contact hours	6.600 hours

The UPDE curriculum is designed for eight semesters (four years). Every semester has a maximum of 24 sks credits. The core courses consist of 39 compulsory courses or 110 sks credits (= 176 ECTS credits), and 19 elective courses or 34 sks credits (= 54.4 ECTS credits).

For the Bachelor of Accounting

Projected study time	8 semesters
Number of credits (national credits and ECTS credits)	144 sks credits/ 230,4 ECTS credits
Workload per credit	25 hours
Number of courses	68 courses
Time required for processing the final thesis/project and awarded credits	1 semester 6 sks credits (9,6 ECTS credits)
Number of contact hours	6.600 hours

In the UPA study programme, the minimum number of credits that must be completed by students is 144 sks credits / 230.4 ECTS credits. UPA students must attend compulsory courses with a total of 135 sks credits and elective courses with a total of 9 sks credits based on the courses offered. The UPA curriculum consists of 68 courses including five University courses with four compulsory ones and one non-specific elective course. The Faculty has eight compulsory courses, and the UPA study programme offers 55 courses among which 33 are compulsory, four are non-specific electives. 18 courses are electives of the provided specialisations consisting of six clusters each having three specialisation courses.

For the Master of Management Business and Administration

Projected study time	4 semesters
Number of credits (national credits and ECTS credits)	38 sks credits/ 60,8 ECTS credits
Workload per credit	25 hours
Number of courses	16 courses
Time required for processing the final thesis/project and awarded credits	1 semester 6 sks credits (9,6 ECTS credits)
Number of contact hours	1.348,67 hours

The MPMBA curriculum is designed for four semesters with a total of 38 sks semester credits that must be completed. Students take the compulsory and elective courses. In the first year, students are required to take eight courses that focus on students' ability to understand Advanced Management. In the second year, students attend regular classes that amount for 18 sks credits and weekend classes that reward 16 sks credits.

For all study programmes regarding study and exam regulations

UNSRI's academic and student guidelines determine the procedures and dates of the admission, the semester plan and the exams. Students must attend 80 percent of classes in a course to be eligible for the final exam at the end of the semester. The academic calendar can be accessed online on the University and Faculty websites. In each semester, 16 lectures are held where two meetings are meetings for the mid-semester examination (UTS) and the final examination (UAS).

Final scores are defined in the grading table shown below.

Table 5 Scoring and conversion

No.	Score Value	Predicate	Weight	Relative Meaning
1	86,00–100,00	A	4	Very Good
2	71,00– 85,99	B	3	Good
3	56,00– 70,99	C	2	Fair
4	40,00– 55,99	D	1	Deficient
5	<40,00	E	0	Very Poor

For all study programmes regarding feasibility of study workload

The students can discuss the study load and study plan with their academic advisor who monitors their achievements. From the second semester onwards, the study load depends on their semester grade point average. The study load is determined by the grade point average (GPA) of the previous semester. If the GPA reaches the maximum ≥ 3.00, a student can take up to 24 sks credits (equivalent to 38.4 ECTS credits). If the GPA is between 2.50 - 2.99, students can take a maximum of 21 sks credits (equivalent to 33.6 ECTS credits); a GPA between 2.00 - 2.49 allows students to take a maximum of 18 sks credits (equivalent to 28.8 ECTS credits); and a GPA between 1.50 - 1.99 has a maximum of 15 sks credits (equivalent to 24 ECTS credits). A GPA below 1.50 allows a student to take a maximum of 12 sks credits (equivalent to 19.2 ECTS credits).

Students of the Bachelor programmes can participate in the MBKM programme and study outside the study programme and even outside the University in the fifth semester.

At the Bachelor of Management, in the first semester, all student must take courses for 20 sks credits. The following semester are planned according to the grade point average.

In the first, second, fifth and sixth semester of the Bachelor of Development Economics, students have 20 sks credits per semester (= 32.0 ECTS credits). In the third semester, they

take 21 sks credits (= 33.6 ECTS credits), in the fourth semester 22 sks credits (= 35.2 ECTS credits), in the seventh semester 15 sks credits (= 24 ECTS credits), and in the last semester, the final thesis has 6 sks credits (= 9.6 ECTS credits).

At the Bachelor of Accounting, in semester 1 and semester 2, the student's study load is 20 sks credits. In the following semester, the lecture load is adjusted to student academic performance.

For the Master of Management Business and Administration, students accumulate 99,2 ECTS credits in 16 courses. The amount of credits taken each semester is balanced: in the first semester, students have four compulsory courses for 14,4 ECTS credits, in the second semester, the four courses have 17,6 ECTS credits. In the third semester, students change between regular classes and weekend classes for which they receive 54,4 ECTS credits. In the last semester, they write the thesis and have one other course (Islamic Economics). For both, they get 12,8 ECTS credits.

During the online conference, the panel learned that the students were content with the study load. They confirmed that they had still time for extracurricular activities, like competitions and students' clubs or even a part-time job.

For all study programmes regarding equality of opportunity

UNSRI welcomes students with disabilities and provides them with accessible rooms, accessible toilets, as well as wheelchair facilities, ramp facilities and guiding blocks.

Following the Regulation of the Minister of Education, Culture, Research and Technology No 30 of 2021 concerning Prevention and Handling of Sexual Violence in Higher Education Environments, UNSRI values gender equality.

Moreover, UNSRI offers the possibility to adapt the tuition fees based on a student's economic status. Students can apply for scholarships for tuition relief. The government provides scholarships, such as the Bidikmisi scholarship or the so-called Smart Indonesian Card for students from financially poor backgrounds or underdeveloped regions in Indonesia.

Appraisal:

The four study programmes have designed a structure and a workload plan that supports students to reach the defined learning outcomes according to their personal abilities.

Each programme consists of courses with predetermined credits per course on the basis of the necessary student workload. In the undergraduate programmes, the MBKM programme is integrated into the structure and allows students to acquire further credits and gain practical experience without any extension of their overall study time.

UNSRI has issued the Academic and Student Guidelines that are legally binding study and exam regulations providing information on the necessary rules and procedures. It considers and refers to national requirements.

An academic advisor, who supports students with making their study plan and choosing as many courses as suitable for their performance, monitors their workload. UNSRI determined an adequate number and frequency of examinations in the middle and at the end of each semester.

UNSRI values gender equality and non-discrimination. Hence, students with handicaps are supported on campus through facilities. Moreover, students in special circumstances, such as students from a financially less stable background or from an underdeveloped region can receive assistance regarding the financing of the tuition fees through scholarships.

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

3.3 Didactical concept

<u>For all study programmes regarding logic and plausibility of the didactical concept</u>

Outcome-based education and student-centered learning are the leading principles of the Bachelor programmes' and Master programme's didactical concept. UNSRI follows national requirements with implementing these principles. For every course, there is a semester learning plan that lecturers and students can design together.

In lectures, the teachers have an active role in training students in the basics of the subjects and enabling them to transfer the knowledge to real-life problems. To activate the students in the second step, lecturers use discussions, presentations and group work assignments. Team-based projects, case studies and other results-based assignments shall help students to become independent learners. As mentioned in chapter 3.1, students of the Bachelor programmes get familiar with problem-based learning. They are taught how to conduct economic forecasts and to analyse economic policies through case studies and shall find an adequate solution either through literature review or through collecting data.

At the Master of Management Business and Administration, students are taken to field trips and company visits or are taught by "Teaching Managers" that are top-level practitioners holding lectures at the MPMBA.

During the online conference, students were enthusiastic about the online courses offered by the Faculty. They hope that there will be more options regarding hybrid classes because studying online makes their studies convenient and flexible.

For all study programmes regarding course materials

A course coordinator is in charge of checking the course materials and modifying them every semester. Common used materials are reference books, scientific journals, articles, and PPT or learning videos. The lecture materials can be given to students directly during face-to-face lectures, or they are available online on UNSRI e-learning, Google Classroom and WhatsApp Messenger. Case studies are taken from current economic developments to enable students to discuss the latest trends.

For all study programmes regarding guest lecturers

At the Faculty of Economics, guest lecturers are invited to provide and share business and management practices. They come from with different backgrounds, like practitioners and academics. The Faculty also organises events, like “Alumni back to campus” where former students give public lectures about current contents in the relevant sectors.

For instance, the Bachelor of Management asked scholars from the Sunway University in Malaysia to hold webinars teaching Research Methodology. Practitioners from banks teach courses like Financial Management. For the Bachelor of Accounting, guest lecturers came from the University of Technology Mara Perlis or the National University of Malaysia giving lectures in economics, finance, financial or sharia accounting.

The students of the Master of Management Business and Administration can benefit from the “Teaching Manager” lecture where experts and practitioners who work as managers train students based on their experience.

For all study programmes regarding lecturing tutors

At UNSRI, alumni are asked to participate as lecture partners in the courses. They support students in the learning process and the development of their competences and skills.

At the Bachelor of Management, lecture partners assist in courses like Business Mathematics, Introductory Accounting, and Management Accounting. At the Bachelor of Development Economics, the Development Economics Student Association (IMEPA) offers tutorial and training programmes for courses like Introduction to Microeconomics, Introduction to Macroeconomics, Economic Mathematics, Economic Statistics and Basic Econometrics. At the Bachelor of Accounting, the Accounting Student Association manages tutorials. They carry out the Sriwijaya Accounting Learning Centre programme where students with excellent academic performance are assigned as assistants to lecturers. The assistance is needed in introductory courses to ensure that all students understand the basic knowledge. The Master of Management Business and Administration invites experts, CEOs, and top-level leaders as “Teaching Managers” to participate in teaching.

Appraisal:

The panel is impressed with how all four study programmes integrate case studies and practical projects into the didactical concept. In general, lecturers are in charge of choosing the suitable teaching methods. For example, as the panel learned during the online

conference, they can allow students to participate actively in the preparation of the study plan. In that case, students discuss the contents and the didactical approaches with their lecturers. International guest lecturers and auditors complement the practical outlook of the study programmes' didactical concept as well. At the Master's level, students are taken to field trips and company visits.

The panel considers the accompanying course materials to be oriented towards the intended learning outcomes and to correspond to the required qualification level. In general, all course materials are digitally accessible for the students. They are user-friendly and encourage students to engage in further independent studies. However, during their review, the panel found that some course materials used in the Bachelor of Management and the Bachelor of Accounting programmes were outdated. Therefore, the panel **recommends** the Bachelor of Management and the Bachelor of Accounting to check and update their references. For the Bachelor of Development Economics and the Master of Management Business and Administration, the panel considers the materials to be up to date.

The panel appreciates that guest lecturers are actively and regularly invited. They learned that the lecturers and administrative staff put effort into the recruitment and ask alumni to participate in the study programmes as speakers. Hence, their contribution forms an integral part of the study programme's didactical concept. The guest lecturers come from a variety of occupations, which enhances students' chances of networking and employment thanks to the profound insights they gain.

Lecturing tutors, in form of student assistants managed by student associations and top-level managers, 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 International outlook

For all study programmes regarding international contents and intercultural aspects

The Bachelor of Management integrates course materials written in English from international publishers into courses like Introduction to Business, Financial Management, Research Methodology, and Introduction to Management. The contents also take into account international trends and developments. The Bachelor of Development Economics refers to international contents regarding microeconomics theory, macroeconomic theory, international economics, and international economics and finance. The Bachelor of Accounting refers to international taxation standards and the International Financial Reporting Standards (IFRS) in its courses.

The Master of Management Business and Administration organises international webinars using advanced information communication technology to have international scholars and researchers holding lectures to discuss current trends. For instance, one lecturer from Korea University hold an international online seminar on journal writing for master students. Together with the Azman Hashim International Business School, the Universiti Teknologi Malaysia (UTM), the MPMBA conducted an international class on service in business. In addition, the students also take case studies from their companies as examples to deepen their knowledge.

For all study programmes regarding iinternationality of the student body

At the undergraduate and graduate level, there are no international students so far. However, the Faculty of Economics has partner universities in Malaysia and Thailand with that they organise exchanges and visits of faculty and students, such as short classes or summer schools.

During the online conference, the panel learned that UNSRI doubled its budget to implement the internationalisation strategy of the entire University. It is open to students from around the world. Regionally, students from Asia and ASEAN member states are easy to reach. During the online visit, the Faculty of Economics explained that their lecturers are asked to contact their local partners, like other universities, or specific lecturers with whom they cooperate. They ask them to tell their students about the possibility to study at UNSRI in South Sumatra. The University plans to provide scholarships and free accommodation for 100 students in the coming academic years. The University also pointed out that it is less expensive for them to accept international incoming students than sending their students abroad for student exchange.

For all study programmes regarding internationality of the faculty

Lecturers at the Bachelor of Management, the Bachelor of Development Economics and the Bachelor of Accounting are encouraged to participate in summer school programmes, to conduct collaborative research with fellow lecturers at partner universities, like Sunway University, Malaysia and La Trobe University, Australia, or Gadjah Mada University, Indonesia. They are also welcome to become speakers at international conferences, like the International

Forum in Business Education. The Master of Management Business and Administration also supports its lecturers to participate in international conferences like Sriwijaya Economics, Accounting and Business International Conference, organise global classes and collaborations with other foreign universities.

For all study programmes regarding foreign language contents

At the undergraduate level, lecturers integrate materials written in English in their courses. For example, the Bachelor of Management uses English materials in courses like Introduction to Business, Financial Management and Research Methodology. The Bachelor of Development Economics does the same in courses like Introduction to Macroeconomics, Introduction to Microeconomics and Introduction to International Economics. The Bachelor of Accounting has a voluntary English class where English is the language of instruction. The students can attend 18 courses taught in English.

At the Master of Management Business and Administration, references in English are commonly used. Students can also decide to write their final thesis in English. During the online conference, the lecturers pointed out that they can easily design courses in English when they have international students. Moreover, the Faculty explained that they refrain from increasing the language requirements because it might discourage interested students from applying.

The UNSRI Academic and Student Guidelines determines that the Sriwijaya University English Test is mandatory and must be taken by students from the time they are enrolled at Sriwijaya University until they reach the predetermined score for each study programme before graduating from UNSRI. Students are not allowed to participate in the graduation if they have not met the minimum score requirements of the English Language Test that have been determined. The minimum English test scores required by the Bachelor of Management, the Bachelor of Development Economics and Bachelor of Accounting are 400 in the UNSRI test or 400 in the TOEFL test. For the MPMBA, the score is 450 in both the USRI and the TOEFL test.

Appraisal:

In the three undergraduate study programmes, the panel sees room for improvement regarding international contents in the courses that teach basic theories and related contents. They consider the current way of using or referring to international publications insufficient to prepare students for an international working environment. However, to enable students to handle intercultural situations and know about international trends is important also regarding UNSRI's objective to become a leading and research-based higher education institution. In our globalised world, researchers and scientists are in regular exchange of their research and innovations. Therefore, the three study programmes can benefit from including comparative analyses of how different cultures handle similar problems. Moreover, international contents and perspectives can be integrated through new teaching formats like webinars involving foreign students and lecturers. These events can foster exchange between students from different countries as well and train intercultural competences. Therefore, the panel recommends the Bachelor of Management, the Bachelor of Development Economics and the Bachelor of Accounting the following **condition:**

The University implements more international content and intercultural practices in the curricula.

The Master of Management Business and Administration includes international contents through its global webinars where the students at UNSRI meet students from other universities online. In organising these workshops, students are prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment.

The panel came to the view that the four study programmes lag behind the aim of the University to become an international higher education institution. They consider that there are no goal-oriented measures discussed at the Faculty of Economics. They **recommend** all four study programmes to design a plan for recruiting international students (regionally and globally), for instance by making use of the joint Erasmus Plus programme also for student exchange, or by introducing international summer schools (for incoming and outgoing students), joint programmes/double degrees, and by advertising the programmes on international platforms.

The international composition of the faculty with lecturers with international academic experience is sufficient but the panel **recommends** the Faculty of Economics to continue finding more faculty with strong international backgrounds.

The panel appreciates how flexible the Master of Management Business and Administration is regarding the language of instruction. When they have international students, the lecturers are eager to teach the courses in English. Having international webinars also increases the quota of courses taught in English. However, the panel regards the proportion of foreign language courses in the Bachelor programmes to be insufficient. Except for the Bachelor of Accounting offering 18 courses in English, the rest of the Bachelor programmes only refer to literature in English. For the panel, the 18 courses offered in English by the Bachelor of Accounting do not seem to be implemented on regular terms either. Having courses taught in English also improve the students' chances to pass the Universitas Sriwijaya English Proficiency Test with the required scores. Therefore, the panel would like to **recommend** the Bachelor of Management, the Bachelor of Development Economics and the Bachelor of Accounting to teach more courses in English by default.

		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)			MPMBA	**Condition:** UPM/UPDE/ UPA	
3.4.2	Internationality of the student body				X	
3.4.3	Internationality of faculty			X		
3.4.4	Foreign language contents			MPMBA	UPM/UPDE/ UPA	

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

For all study programmes

Soft skills like public speaking, cooperation and conflict resolution, leadership skills, and broad contextual knowledge are reflected in the courses alongside the contents. The students at the Faculty of Economics acquire these skills through group works, presentations, case studies, team-based projects and through participating in the MBKM programme. For example, the Bachelor of Management offers the course Business Communication & Negotiation that shall help students to improve their communication and public speaking skills. The Bachelor of Development Economics uses group discussions so that students learn to present the results of their studies. An example from the Bachelor of Accounting is the course Accounting Information Systems in which students engage in a team-based project on authentic cases. Students shall solve the cases in their teams by comparing current issues and making real observations related to the completion of the case study. The Master of Management Business and Administration also includes authentic cases and problems presented by the students themselves. In teams, they learn teamwork and communication skills solving the challenges of their companies.

Appraisal:

Alongside the relevant contents, students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in all four study programmes. The outcome-based education and the student-centered learning approaches are suitable to help students become independent and respectful. Along the way, further multidisciplinary competences, such as leadership skills and broad contextual knowledge, are integrated in the learning process.

		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)

For all study programmes

The Management Department of the Faculty of Economics has set up a retail business called Eco Bizmart for students as a place of doing business. In addition, subjects such as Introduction to Business, Entrepreneurship, and Marketing Management have a practical outlook as well. Furthermore, as mentioned in chapter 3.5, the outcome-based education and the student-centered learning approaches are meant to prepare students for their future employment.

Besides the soft skills, at the Bachelor of Management, the course Computer Applications teaches necessary application programmes and computer skills. The Bachelor of Development Economics introduces several software and data processing material such as Eviews, STATA,

and SPSS in the Econometrics course. The Bachelor of Accounting encourages its students to become a member of the Association of Young Accountants for the South Sumatra Region. The collaboration between the Directorate General of Taxes with the Universitas Sriwijaya TAX Center allows students to take part in certified training with tax brevet A and B.

The Master of Management Business and Administration trains the students in a similar way through the educational principles mentioned before. Besides that, the students usually worked in a company before they continued their studies. Therefore, the aim of the MPMBA is to enable the students to become leaders.

Appraisal:

As described in chapter 1.1, all four study programmes emphasise the needs of the market and therefore, design the study programmes in a way that they promote the students' employability. For that matter, theory and practice are connected throughout the study programmes and students' multidisciplinary competences and skills are actively fostered.

		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

For all study programmes regarding structure and quantity of faculty in relation to curricular requirements

All four study programmes belong to the Faculty of Economics at the Universitas Sriwijaya. All lecturers must participate in the so-called Tri Dharma of Higher Education consisting of teaching, research and community service. Their workload usually is equivalent to a minimum of 12 sks credits and a maximum of 16 sks credits per semester, with a distribution of at least nine sks credits in the field of research and teaching, and three sks credits in the field of community service and support.

The Bachelor of Management has 44 lecturers of different status, namely 25 lecturers are civil servants whereas three lecturers are of the so-called BLU status referring to UNSRI being a Public Service Agency (BLU). Moreover, seven extraordinary lecturers, five practicing lecturers also support the permanent staff. The current ratio of lecturers and students is 1:12.04.

At the Bachelor of Development Economics, there are 36 members of faculty and administrative staff. The status of faculty is as follows: Full-time permanent teaching staff consists of three professors and seven head lecturers, nine lecturers, eight expert assistants and one part-time teacher. The other members belong to the administration.

The Bachelor of Accounting has 45 lecturers that all are employed permanently. Functional positions are occupied with eight persons being head lecturers, nine being lecturers and 28 experts being teaching assistants. The ratio of lecturers to the number of students is 1:25. On average, lecturers teach approximately eight sks credits per semester based on the 144 courses offered at UPA.

At the Master of Management Business and Administration in the 2020/2021 academic year, 35 lecturers taught permanently and six lecturers taught non-permanently. 21 permanent lecturers are head lecturers and professors. The lecturer and student ratio is 1: 4.86.

For all study programmes regarding academic qualification of faculty

At UNSRI, a professor must hold a PhD from an academic institution recognized by the Faculty of Graduate Studies of UNSRI and can refer to publications of at least three scientific papers in international journals. A candidate must have taught courses for 850 credits before they will be qualified. Associate professors have completed a doctoral degree from a well-recognized and accredited university. To qualify for the position, candidates must teach courses for 400 credits. Assistant professors usually have a Master’s degree and must have reached a minimum of 200 credits of teaching. A lecturer is at the beginning of the academic career. A candidate must have a Master’s degree and must complete the recruitment process successfully. They must commit to research and must publish their findings in renowned national and international journals.

UNSRI has allocated a budget allowing lecturers to continue their academic career. For instance, they can pursue a doctoral degree at UNSRI or a partner university. Furthermore,

training and participation in non-degree programmes, such as certification like Certified Financial Planner by Gajah Mada University, Certified Risk Associate, and Certified Financial Planner by FPSB Indonesia and Certified Wealth Management by Certified Wealth Management Association and the Accredited Management Accountant by the American Academy of Financial Management are possible as well.

At the Bachelor of Management, there are 15 assistant professors, ten associate professors, and four professors teaching students. 14 lecturers have a concentration in Human Resource Management, 14 lecturers in Marketing Management, 15 lecturers in Financial Management. Twelve lecturers completed their graduate programme overseas, two lecturers completed a double degree programme between Universitas Sriwijaya and a university in Malaysia, two lecturers completed a doctorate degree abroad, and one is currently studying abroad. 28 lecturers have received the Lecturer Certificate.

At the Bachelor of Development Economics, 22 lecturers have a Master's degree and 14 members of the teaching staff have received a doctoral degree. At Bachelor of Accounting, twelve lecturers hold doctoral degrees, the remaining 33 lecturers hold Masters' degrees. Thirty lecturers have already received the Lecturer Certification. About ten lecturers have special certifications, for instance as a Certified Public Accountant, as Certified Risk Associate and Certified Risk Professional in the field of Auditing. All of the lecturers assigned to the Master of Management Business and Administration have doctorate degrees.

For all study programmes regarding pedagogical /didactical qualification of faculty

At UNSRI, all lecturers are obliged to attend the Instructional Technique Basic Skills Improvement Programme (Pekerti), the Applied Approach (AA) training, and the outcome-based education curriculum development training that are all held regularly.

The lecturers can be nominated for the best lecturer award and the winner receives remuneration in accordance with the accumulated performance of the entire class. Moreover, other awards are given for the best publication. For an award, the nominated lecturers receive incentives at least once a year.

For all study programmes regarding practical business experience

The Bachelor of Management's lecturers have their own businesses in consulting, research, manufacturing, services, and retail. Some work in the field of Training of Trainers (TOT) in the city of Palembang, as Digital Entrepreneurship Trainers for the Ministry of Communication and Informatics. In addition, lecturers also have experience at national and multinational companies in accordance with their scientific expertise. They exchange their business experience with his colleagues in a meeting every month. Similar to the UPM, the lecturers of the Bachelor of Development Economics also work as consultants, experts, resource persons and in the field Training of Trainers (TOT) in the public sector for the Ministry of Industry, the South Sumatra Provincial Government Population or in the private sector for companies like BNI Palembang or TVRI Palembang. The lecturers of the Bachelor of Accounting have experience as practitioners in accountant services offices, auditors in public accounting firms, and as consultants in the government and private sectors. The lecturers use their practical

knowledge for designing the courses and teach students to write their personal annual tax returns in the course Taxation II. They have also taken them to visit Pertamina Refinery Unit III Plaju, an oil and gas refinery to learn about oil and gas accounting. The lecturers of the Master of Management Business and Administration also bring working experience and a network from outside the study programme. They act as consultants in the investment sector in Palembang City or as consultants in the Ministry of Communication and Information for Digital Entrepreneurship.

For all study programmes regarding internal cooperation

Collaboration between lecturers is carried out through organising academic activities involving team teaching as well as collaborative research and community service activities that require the involvement of other faculty members. Team-teaching teams consist of two to four members. Meetings take place at the beginning, during and at the end of a semester. The teams are responsible for coordinating the course plan, course materials, and the exams of the same course. Lecturers also collaborate in the curriculum workshops to update courses and materials. They conduct research together and cooperate in community service projects. In addition, they support students in their research process in teams as well starting with the research and thesis proposal up until the thesis exam.

For all study programmes regarding student support by the faculty

Every student at the Faculty of Economics has an academic advisor supporting their academic development and offering consultation in case problems regarding their study plan and performance occur. If a student misses or skips too many classes, they academic advisor reaches out to the student and to the parents looking for a solution. In addition to the academic supervisor, the students also receive help from a thesis supervisor when they are going through the process of preparing and writing the final thesis. Moreover, lecturers also support students during extracurricular activities, for instance when they participate in competitions.

Some lecturers are available via e-mail, WhatsApp and telephone. For example, an academic supervisor usually sets up a WhatsApp group to be in contact with the allocated students. They arrange meetings at the beginning and at the end of a semester. Private meetings are also possible any time there is need. A thesis supervisor is also available via WhatsApp. The student and the supervisor usually have a jour fixe once a week online via Google Meets or Zoom or in person when they discuss the progress and the problems the student faces.

Appraisal:

The panel regards the quantity of lecturers in all four study programmes to be suitable to support students and to ensure the quality of teaching. The ratio between lecturers and students is in balance and indicates that the relation between lecturers and students is close. Part-time lecturers from the professions of the related fields support permanent lecturers. UNSRI's recruiting policies ensure that the academic standards and the requirements of professional practice are fully satisfied.
The majority of faculty members have a Master's degree, followed by the lecturers with a doctoral degree. The University offers opportunities for the lecturers to improve their

qualifications, for example through training programmes and through pursuing a doctoral degree.

To guarantee the quality of teaching, all lecturers must attend the teacher's training to apply the outcome-based education and the so-called applied approach and to be qualified for the development of the curriculum. The lecturers meet at the beginning and at the end of the semester to discuss the study plan, curriculum and examination formats. Hence, they can take measures as soon as they realize that there are problems.

The panel was enthusiastic about the practical business experience of the faculty. They do not only integrate theory and practice in the courses, but also act as active consultants and auditors in the public or private sector. During the online conference, the panel realized how eager the lecturers were to get involved with practitioners and to establish a network outside the University. In doing that, the lecturers can integrate the latest trends into their courses.

Furthermore, the faculty members cooperate with each other on a regular basis with regard to issues related to teaching and student support. They form teams to prepare the semester lesson plan and the exam in courses that they teach together. Meetings of all those teaching in the programme take place regularly.

Student support is ensured through the academic advisor and the thesis supervisor. These functions serve to help students study successfully. Lecturers are available online via e-mail and messenger services on a regular basis. During the online conference, the panel learned that some lecturers feel uncomfortable using online tools to be in contact with their students. The panel would like to encourage those lecturers to use social media in communication with students more because students appreciate the flexibility of these tools.

		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

For all study programmes regarding the programme director

The coordination of the Faculty of Economics is in the hands of the Dean and three Deputy Deans for academic, finance and student affairs. The Dean reports to the Rector of UNSRI and is in charge of the development and implementation of academic activities concerning education, research, and community service. The Dean also takes care of faculty administrative activities and fosters the competence and commitment of teaching staff, students and education staff.

At the Faculty of Economics, the Faculty Senate, an administrative division, and laboratories support the departments in their operations. The Faculty Senate supervises the Dean regarding academic implementation within the faculty. The administration, which consists of the academic affairs subdivision, student and alumni affairs subdivision, finance and personnel subdivision, as well as general and state-owned goods subdivision, support the Faculty management.

On the study programme level, the coordinators of the study programmes manage the academic and non-academic activities, the implementation of the courses and the allocation of lecturers to the courses. They receive assistant by an administrative staff team.

For all for study programmes regarding process organisation and administrative support for students and faculty

The administration teams provide academic information services and help lecturers to meet the needs of the teaching and learning process, such as preparing the semester schedule and organising the rooms for final assignments and examinations. They inform students about to tuition payments and scholarships, and lecturers about research grants. Moreover, the administrative staff team also organises Alumni talks and webinars about soft skills so that students can broaden their horizon regarding their future employment before they graduate.
The administrative staff also offers counselling services regarding the access and use of the digital e-library and e-learning platform for the students in each study programme.

Appraisal:

The programme director coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly. During the online conference, the panel got the impression of a reticent programme management. The panel sees that the programme management is qualified, well equipped and has a lot of potential in developing the study programmes. However, they think that the programme management could be more active in enhancing a closer cooperation among faculty members to take initiatives (for example, regarding internationalisation measures (see chapter 1.2 and 3.4)). Therefore, the panel has the following **recommendations** for the management of the Faculty of Economics and Universitas Sriwijaya as well as the programme management of the respective four study programmes to enhance the programme management's operations regarding the following aspects:

a. The programme management shall develop a strategic and clear outlook to improve the study programmes (see the appraisal chapter 1.2).
b. The programme management shall proactively use the budget available to develop the programmes further according to the discretion granted by government regulations and decisions (see the appraisal in chapter 1.2).
c. The University and Faculty management shall support the programme management in the implementation of the programme strategy as mentioned in point a).
d. The University management shall encourage the Programme Management (coordinators of study programmes) to attend training to further strengthen leadership skills and foreign language skills.

The administrative support is sufficient but leaves room for improvement as the panel learned during the online conference. The students suggested optimizing the use of technology to accelerate some of the administrative procedures, for instance by introducing an e-signature or using barcode for applications and identification. The panel also learned that the administrative staff would appreciate the possibility to attend English classes to improve their English language proficiency or to go abroad and participate in administrative staff exchange. The panel **recommends** the Faculty to consider offering their administrative staff opportunities to participate in exchange programmes.

		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

For all study programmes

The Faculty of Economics at the University of Sriwijaya has entered Memorandum of Understanding and Memorandum of Agreement with domestic universities such as Jambi University, Gunadarma University, West Java, Raden Fatah State Islamic University, Palembang and Warmadewa University of Bali. The MoUs and MoAs facilitate joint research and community service between lecturers. Lecturers can participate in lecturer exchange activities and for instance, can go to the Kentucky University, USA, the Rikkyo University, Tokio, Japan and Japan Advances Institute of Science and Technology.

From 2017 until 2021, the Faculty of Economics participates in the OPTBANK Erasmus programme (OPTimizing Research & Doctoral Programs in BANKing and Finance in Indonesian Universities) that aims at strengthening the research capacities of Indonesian universities in the field of banking and finance by training and by increasing the international exposure of scholars.

For the Bachelor of Management

The aim of national and international partnerships with other academic institution is to offer students more options for their participation in the MBKM programme in terms of student exchange, like exchange to England (University of Sussex) and Malaysia (Universiti Teknologi Malaysia).

To foster research projects, the study programme encourages its lecturers to participate in research projects with international partners or in conferences. In 2021, the Bachelor of Management was involved in the organisation of the 7th SEABC 2021 Conference collaborating with the Camarines Sur Polytechnic Colleges, Philippines, the University Technology of Sydney, Australia and the Universiti Teknologi MARA, Malaysia.

Moreover, in Indonesia, the UPM promotes collaborative activities with institutions such as the Dempo Valley Institute of Technology and Business (ITBis), Faculty of Economics, University of Bangka Belitung and Faculty of Economics and Business, Bengkulu University.

For the Bachelor of Development Economics

The Bachelor of Development Economics refers to the Faculty of Economics regarding the cooperation partner from academic institutions.

For the Bachelor of Accounting

Domestically, the Bachelor of Accounting offers its lecturers joint projects with the Faculty of Economics and Business, University of Bengkulu, the Faculty of Economics, University of Bangka Belitung, the Lembah Dempo Institute of Technology and Business.

Internationally, the Bachelor of Accounting engages in educational collaboration, lecturer and student exchange with the Rikkyo University, Japan, the Kentucky University, USA, the Malaysia University of Technology, Malaysia, the Kasetsart University, Thailand, the Guizhou University, China, the Japan Advanced Institute of Science and Technology, Japan, the Ibaraki University, Japan and the Thai Nguyen University of Agriculture and Forestry, Vietnam.

For the Master of Management Business and Accounting

Besides referring to the academic partnerships as instituted by the Faculty of Economics, the Master of Management Business and Administration is a member of the Association of Indonesian Masters of Management Programmes.

Cooperation with business enterprises and other organisations

For the Bachelor of Management

External partners from the non-academic sector are government agencies or companies. In the public sector, the Bachelor of Management has partners in the Internal Policy Strategy Agency of the Ministry of Home Affairs, the Central Bureau of Statistics for South Sumatra Province, and Palembang City Police. From the private sector, companies such as PT Pupuk

Sriwidjaja Palembang (PT PUSRI), a producer of urea fertilisers, offer internships for student from the UPM.

For the Bachelor of Development Economics

The Bachelor of Development Economics cooperates with the Certified Wealth Managers' Association. Between 2017 and 2019, the study programme worked with several companies and offered their services, for instance, they developed a general investment plan for the companies Musi Rawas and PALI Regency in 2018; in 2019, they elaborated a study of social, economic and cultural development planning for PALI Regency.

For the Bachelor of Accounting

The Bachelor of Accounting benefits from its membership in the Certified Wealth Managers' Association and the Association of Accountants Indonesia, and the Independent Accreditation Institute for Economics, Business Management and Accounting that offer input and expertise. Moreover, cooperation partner from the public and private sector include Musi Banyuasin Regency Regional Financial and Asset Management Agency, Palembang City Police Resort, and the Central Statistics Agency for South Sumatra Province.

For the Master of Management Business and Accounting

The Master of Management Business and Administration is a partner of the Sriwijaya Economics, Accounting, and Business Conference, an international conference that is held every year in collaboration with Bank Indonesia. In addition, it is also member of the network provided by the ABEST21 (World accreditation institution from Japan).

Appraisal:

The Faculty of Economics under the auspices of the UNSRI has entered partnerships with other Asian universities that offer possibilities for lecturer and student exchange or joint research projects. On the national level, other Indonesian universities cooperate with the Faculty regarding joint community service projects. The agreements forming the basis of the cooperation are documented. As mentioned before, lecturers and administrative staff actively engage in recruiting guest lecturers (see chapter 3.3) which also offer new networks and cooperation opportunities.

In addition, by expanding partnerships with international universities beyond Asia, the panel sees the potential for the Faculty of Economics and UNSRI to realize their internationalisation strategy. They encourage the Faculty of Economics and UNSRI to look for partners outside the Asian continent (see chapter 3.4).

The cooperation with business enterprises and other institutions is also an important component to offer internship places for students and to integrate practical knowledge into the study programmes. The membership of the study programmes in related associations 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

<u>For all study programmes regarding the quantity, quality, media and IT equipment of teaching and group rooms</u>

The visitation took place online via the video conferencing tool *ZOOM* so that the panel members were not able to visit the facilities in person. The University provided photographs and videos introducing the campus surroundings and facilities. During the online conference, the librarian introduced to e-library to the panel team by sharing the screen and leading through the system.

UNSRI has two campuses Indralaya Campus and Palembang Campus. There is a main library, central administration office, auditorium, language institute, Research Institute and Community Service, Learning Development Institute and Education Quality Assurance, laboratories, Information and Computer Center, Character and Career Development Center, archives, Student Activity Center, health clinic, mosque, stadium and sports facilities, student dormitory and apartments, Student Training Center, camping ground, experimental garden, and fire station.

Located on the Indralaya Campus, the Faculty of Economics has three buildings; on the Palembang Campus, it has four buildings. The Faculty of Economics has an administrative staff room for 42 people and a lecturer room for 80 people. There are 34 classrooms with a capacity of 40 to 125 people each and equipped with projectors and LCD screens, white and glass boards, and internet access.

The ten laboratories consist of
1) Quantitative and qualitative Lab
2) CPA Center Labs
3) Islamic Finance Lab
4) Multimedia and Business Lab
5) Marketing Lab
6) Banking Lab
7) Lab Tax Center
8) Capital Market and Commodity Futures Lab
9) Economic and Business Application Lab
10) Secretariat and Office Lab

For instance, the Economic and Business Application Laboratory offers 25 computers for training with data bank. The Marketing Laboratory room has three computers, a printer, a smart TV, a photo studio. The Secretariat and Office Lab supports courses in Business Communication, Human Resources, Organizational Behaviour and Introduction to Management having ten computers and a printer. As mentioned before, students can get their first business experience in the minimarket run by the Management programme, called EcoBizmart.

Academic data can be processed online through www.akademik.unsri.ac.id/01d where lecturers and students can access study plan cards, course schedules, academic transcripts, and course grades. The learning management system is available via www.elearning.unsri.ac.id.

<u>For all study programmes regarding the access to literature</u>

The main library is located on the Indralaya campus and is open every day, Monday to Friday from 08.00 am to 22.00 pm, and on Saturday from 08.00 am to 16.00 pm. The libraries relevant for the Faculty of Economics are open every day and during business hours, 08.00 am to 16.00 pm for the Indralaya campus and 07.30 am to 21.30 pm for the reading room on the Palembang campus. On the Indralaya campus, the library and reading room corner at FE UNSRI has 2,384 units of library materials and on the Palembang campus, the library has 2,439 units. E-books (https://repository.unsri.ac.id) and the e-library (https://digilib.unsri.ac.id) can be accessed on and off campus using the same login address. Every study programme has a reading room with selected books and journals. UNSRI has subscription to the following databases:

1) Taylor and Francis Group
2) Science Direct
3) Emerald Publishing
4) E-books Wiley Online Library
5) IEEE
6) Ebsco Host
7) Springer E-book
8) Springer E-journal
9) Clinicalkey
10) ProQuest

Appraisal:

Albeit the panel members were not present at UNSRI in person, they were provided with photographs and videos showing the campus, the library, the faculty, and the equipment including working stations with computers and tables for group work and barrier-free entrance possibilities for students with disabilities. The panel members had the opportunity to watch the senior librarian introducing the library's website and accesses during the online conference. They found that the online library was easy to be accessed and helpful for the students in conducting their literature research.

The panel considers the quantity of teaching and reading rooms, group rooms to be sufficient and the quality of their equipment to meet the expected standards. Access to the internet via wireless LAN is provided free of charge. A sufficient number of is available.

The panel is impressed with the equipment of the libraries and their opening hours. The library is accessible during most of the day. The students' needs are taken into account and offer a flexible and easy access to literature on the campus and outside the campus. Access to physical 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 in special reading rooms in the departments of the study programmes. Students cans ask qualified library staff for advice and help.

		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

<u>For all study programmes regarding career counselling and placement service</u>

The Career and Development Center (CDC) is UNSRI's service centre regarding all aspects of students' career and professional skills. It published news about job vacancies and internship opportunities on its website (https://cdc.unsri.ac.id) and on Instagram. It organises trainings, like Soft Skill Development for Fresh Graduates, and webinars, like Recruitment Process and Alumni Sharing, "How to be a creativepreneur with opportunities during a pandemic era"; and Tips for Writing Good Articles.

Moreover, the Career Development Center of UNSRI assists with workshops like preparation for job interviews, preparation of job application documents, and building personal development, collaboration, and communication skills.

<u>For all study programmes regarding alumni activities</u>

The Faculty of Economics has established the Universitas Sriwijaya Faculty of Economics Alumni Association (IKAFE-UNSRI) as an alumni network. The Bachelor of Accounting has also another alumni association called Accounting Alumni Association that is an organisation formed as a vehicle for connecting alumni majoring in accounting.

During the online conference, the panel learned that the Faculty invites different alumni in the "Alumni back to campus" events to give talks to students. There are around five to six talks during a semester that is very popular among current students because more than 50, even up to 100 students like to attend these talks. Alumni are also involved in the curriculum

development. They assist graduates as mentors preparing them for job interviews or by training their soft skills.
Alumni invite current students to do the internship at their company. Some even provide scholarships for students. The Faculty also offers a three-day boot camp with alumni and students for an extensive exchange.

Appraisal:

The panel is enthusiastic about the involvement of alumni in the Faculty of Economics. They are actively involved in assessing and evolving the programme and in supporting the current students. Alumni also act as mentors and give career counselling to students. The panel considers it a valuable asset for both the Faculty and the students. Therefore, with regard to the alumni involvement and the career counselling services, the panel **recommends** the Faculty of Economics to:

a) include individual career development activities into a coherent strategy (KPI, goals, targets, budget)
b) make more strategic use of alumni relations.

In general, the Career Development Center is the main responsible for career counselling and placement services. A combination between the CDC and the alumni network will be helpful for the students and graduates to promote their employability.

		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)

For all study programmes

The main sources of income for UNSRI and the Faculty of Economics are the so-called State Revenue Expenditure Budget, since UNSRI is a state university, as well as tuition fees from students or donations from agencies and cooperation partners.

The budget allocation for study programmes includes education, research and service activities. The budget planning is a bottom-up procedure where study programmes plan their activities along with costs to be used in the academic field (general lectures, guest lecturers, training, others, Doctorate Degree Advanced Studies), in the field of research (number of research titles, schemes and amount of funds), in the field of community service (number of service titles, scheme and amount of funds) and other needs related to the study programme.

Appraisal:

Due to its status as a state university and also based on the tuition fee regulations, UNSRI's income allocated to the programmes ensures that each cohort of students starting within the accreditation period can complete the study programme.

		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

For all study programmes regarding the quality assurance and quality development with respect to contents, processes and outcome

In implementation of its quality assurance system, UNSRI follows the Regulation of the Minister of Research, Technology and Higher Education Number 12 of 2015 concerning the Work Organization of Universitas Sriwijaya, Universitas Sriwijaya Rector Regulation Number 7 of 2020 concerning Internal Quality Assurance System (SPMI) Policies.

The Universitas Sriwijaya Learning Development and Education Quality Assurance Institute (LP3MP UNSRI) is the responsible unit implementing quality management and quality assurance. A Quality Assurance Management Team was formed and involves representatives from each Faculty, the so-called Faculty's P3MP. The procedures are based on the PPEPP method (determination, implementation, evaluation, control and improvement). Information is available via https://sipitu.unsri.net.

Every semester, the representatives from the study programmes cooperate with the Quality Assurance Management Team to monitor and ensure the quality of the curriculum, the attendance lists, the distribution of grades and analysis of learning outcomes, the implementation of student final assignments, the number of lecturers and students involved in research and community service and the results of their publications.

For all four study programmes regarding instruments of quality assurance

Students are asked to fill in the student satisfaction survey and lecturer performance satisfaction survey at the end of each semester. The Faculty's P3MP conducts the survey distributing evaluation questionnaires. The results are published periodically in the form of survey reports.

Lecturers and educators are also routinely asked to fill in a satisfaction survey at the end of each semester. Evaluation of the study programmes can also be carried out directly during department meetings. The coordinator of the study programme will read the results and take measures if deemed necessary.

As mentioned before, the Faculty’s alumni are highly involved in the study programmes development through talks and workshops. Moreover, they are regularly asked to fill in the customer satisfaction survey for alumni and users. The results are summarised in a survey report pointing out how teaching and learning processes can be improved.

For all study programmes regarding programme documentation

At the beginning of each semester, students receive information about the curriculum, the class schedule and academic handbooks by the lecturers or on the https://akademik.unsri.ac.id/ page. General information, like the academic handbook, is accessible via the platform (https://sipitu.unsri.net/) as well.

During the semester, students can also access information about the syllabus, download the teaching materials, attendance lists, lecture materials, assignments, quizzes, exams, feedback on assignment via the University's Learning Management System (www.elearning221.unsri.ac.id).

Common channels for communication and information dissemination are UNSRI's university academic information system (SIMAK) via the website https://akademik.unsri.ac.id/01d, the e-learning platform (https://elearning221.unsri.ac.id/) and social media accounts, such as Whatsapp subject groups, Instagram, and information center boards.

Appraisal:

A quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes, and outcomes, has been set up and follows national regulations.

However, there is no student survey in the course evaluation forms, which includes a question regarding the workload for each course. A question to quantify the actual workload of students (actual hours students spend on each course for preparation/ self-study time, teaching time and examination) is missing, which would enable UNSRI to analyse the workload and take appropriate measures (e.g., redistribution of course contents, in case the workload is too high in one course and too low in another course). The evaluation of the actual student workload should determine the scope and distribution of the student workload and examine whether the empirically determined student workload corresponds to the credit points allocated for the course.

Therefore, the panel recommends the following **condition for all four study programmes:**

> The University 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.

In accordance with UNSRI'S procedure, students regularly evaluate their study programme regarding their satisfaction. The results are taken as input for the quality development of the study programmes by the head of the study programme.

In addition, faculty members also evaluate the quality on a regular basis and in accordance with UNSRI's quality assurance procedures. Similarly, alumni provide valuable feedback for the development of the study programmes regarding the contents, the teaching methods and skills of the students. The coordinator of the study programme analyses the results from both surveys to take further measure when necessary.

The study programmes publish their content, curriculum and examination scheme on different platforms. Lecturers hand materials out to students, like course plans and assignments.

All relevant and interesting information about the study programmes are published on the website and social media.

		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)				**Condition** for all study programmes	
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 Sriwijaya

Bachelor / Master programmes:

Bachelor of Management (UPM)
Bachelor of Development Economics (UPDE)
Bachelor of Accounting (UPA)
Master of Management Business and Administration (MPMBA)

		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)				**Condition** for all study programmes	
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)			MPMBA		UPM UPDE UPA
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			MPMBA	**Condition:** UPM UPDE UPA	
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		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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		
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)			MPMBA	**Condition:** UPM UPDE UPA	
3.4.2	Internationality of the student body				X	
3.4.3	Internationality of faculty			X		
3.4.4	Foreign language contents			MPMBA	UPM UPDE UPA	
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					X

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	for blended-learning/distance learning programmes)					
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 for educational and vocational programmes, franchise programmes)			X		
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)		X			
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities		X			
4.6*	Financing of the study programme (Asterisk Criterion)			X		
5	**Quality assurance and documentation**					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)				**Condition** for all study programmes	
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		