

Decision of the FIBAA Accreditation Committee for Programmes



93rd Meeting on November 21st, 2014

Project Number: 13/103

Higher Education Institution: Peoples' Friendship University of Russia, Moscow, Russia

Study Programme: Management (Bachelor of Management)

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

According to § 7 (2) in conjunction with § 10 (1) of the "Special Conditions for awarding the FIBAA Quality Seal for Programmes", the study programme is accredited.

Period of Accreditation: November 21st, 2014 until end of summer semester 2020

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution (HEI):

Peoples' Friendship University of Russia, Moscow,
Russia

Bachelor programme:

Management

Qualification awarded on completion:

Bachelor of Management

Brief description of the study programme:

The objective of the programme "Management" is to prepare highly educated personnel for organisational and management, information analysis and entrepreneurial activities in economic entities of different legal forms of ownership operating in different industries and spheres of activity, as well as organisations and institutions in the non-productive sphere in favor of economic and social development of Russia and other countries of the world.

Date of opening of the procedure:

September 30th, 2013

Date of filing the self-documentation:

April, 3rd, 2014

Date of the site visit:

June 25th/26th, 2014

Type of accreditation:

Accreditation

Accredited in Cluster with:

Economics (Bachelor of Economics)
Financial Management in in Sectors of Economy (Master of Management)
Economics of the Company and Industry Markets (Master of Economics)
International Trade (Master of Economics)

Type of Programme:

Undergraduate

Intended length of programme:

Eight semesters

Mode of study:

Full-time

Initial Start of the programme:

1997

Student intake:

292

Programme cycle starts in:

Winter semester

Speed (planned number of parallel years):

One at a time

Number of ECTS point assigned to programme:

240

Hours (workload) per ECTS point:

36 academic hours (27 time hours)

Date of the Meeting of FIBAA-Accreditation Commission:

November 21st, 2014

Resolution:

Recommendation of the panel members: The accreditation of the programme is valid for five years.

Duration of Accreditation:

November 21st, 2014 until end of summer semester 2020

Project Manager:

Ass.jur. Lars Weber

Panel members:**Prof. Dr. Holger Hinz**

University of Flensburg
Professor for Finance

Prof. Dr. Dietmar Brodel

University of Applied Sciences Carinthia
Professor for International Management, Entrepreneurship and Organisation

Prof. Dr. Elena Dmitrievna Khalevinskaya

Plekhanov Russian University of Economics
Head of the Chair "Customs Activity"

Dr. Olaf Neitzsch

Dr. Olaf Neitzsch Consulting, Berlin
General Director

Thomas Sachs

University of Bayreuth
Student of „Business Administration“ (M.Sc.)

Summary

The panels' assessment takes into account the self-assessment and the results of the on-site visit and the statement of the HEI to the assessment report dated October 20th, 2014.

The Bachelor programme "Management" (Bachelor of Management) of the Peoples' Friendship University of Russia fulfils the FIBAA quality requirements for Bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA). It is in accordance with the National and the European Qualifications Framework in their applicable version valid at the time of opening of the procedure. It has a modular structure, has been assigned ECTS points and leads to the academic degree of 'Bachelor of Management'. The degree is awarded by the higher education institution.

The panel members identify development potential for the programme and recommend:

- focussing more on learning outcomes and less on structural information like ECTS-Points regarding the recognition of qualifications from other HEI (see chapter 3.1).
- offering some of the elective courses in English language (see chapter 3.3).
- involving more practitioners and representatives from companies in the HEI's Academic Council (see chapter 4.2).
- communicating the results of evaluation to all relevant parties – especially the students – more systematically (see chapter 5).
- publishing all relevant information on the programme on the English version of the programme's website (see chapter 5).

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

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

- Interdisciplinarity (see chapter 3.2),
- Internationality of Student Community (see chapter 3.3),
- Teaching Staff's Pedagogical / Teaching Qualifications (see chapter 4.1),
- Provision of Student Support / Coaching by Teaching Staff (see chapter 4.1),
- Careers Advice and Placement Service (see chapter 4.5), and
- Individual Counselling and Welfare Services for students (see chapter 4.5).

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

Institutions Details

Peoples Friendship University of Russia (PFUR) was founded on February 5th, 1960 by the decision of the Government of the USSR. In 1964 the University became a member of the International Association of Universities (IAU) and was awarded the Order of Peoples' Friendship for merits of expert training for Asian, African and Latin American countries in 1975. The PFUR counts seven main faculties:

- Faculty of Physics, Mathematics and Natural Sciences,
- Faculty of Engineering,
- Faculty of Ecology,
- Faculty of Agrarian Studies,
- Faculty of Philology,
- Faculty of Humanities and Social Sciences, and
- Faculty of Economics.

In Addition, there are the Faculty of the Russian Language and General Knowledge Studies and three faculties for subject oriented continuing professional development (CPD) (Faculty for teachers of Russian as a foreign language CPD, Faculty for health staff CPD and Faculty for foreign language teachers CPD).

Peoples' Friendship University of Russia is due to own information of the HEI the only university in the world welcoming students from 145 countries on an annual basis. Specialist training is carried out in more than 60 fields and programmes. Roughly 28,000 students, post-graduate students, interns and residents, representing over 450 nations and nationalities, are currently studying at the PFUR. Furthermore, the University counts 5,000 employees, including 2,500 teachers, of whom 525 are full professors and doctors of science and 1,150 are associate professors and PhD-holders. The PFUR counts over 70,000 graduates.

Besides the membership in the International Association of Universities PFUR is a member of the Eurasian Association of Universities. Also, the University cooperates with the International Francophone Organisation, the Association of Universities of European Capitals and European Association of International Education. The PFUR has currently more than 160 contracts of cooperation with foreign universities and scientific centres and takes part in programmes and forums conducted by the United Nations, UNESCO, the Council of Europe and other international and intergovernmental organisations. Furthermore, it is among the founders of the Cooperation Network of Universities of Europe and Central Asia, the Academic Network of Universities of Eastern and Southern Europe and a member of the University Organisation of the Black Sea countries as well as a participant of Salzburg seminars (Austria) for university staff.

The study programme "Management" at hand belongs to the Faculty of Economics and the Department of Management.

Description and appraisal in Detail

1. Strategy and Objectives

1.1 Logic and transparency of programme objectives (Asterisk Criterion)

The main objective of the programme "Management" is to prepare highly educated personnel for organisational and management, information analysis and entrepreneurial activities in economic entities of different legal forms of ownership operating in different industries and spheres of activity, as well as organisations and institutions in the non-productive sphere in favor of economic and social development of Russia and other countries of the world. The students should also be enabled for career opportunities in research.

The purpose of the programme follows the requirements of the Federal State Educational Standard of training of personnel of the higher professional education in the field of management. Furthermore, it correlates with the mission of internationality of the Peoples' Friendship University of Russia. While uniting people of different nationalities, races and religions by knowledge, the HEI prepares professionals who are able to successfully work in any country of the world and show their creativity in conditions of interrelation of civilisations and diversity of the contemporary society. According to PFUR, the graduates demonstrate the best qualities of individuals, acquainted with achievements of world culture and carried the ideals of humanism, democracy and peoples' friendship. Additional objectives of the programme are forming active citizenship, augmentation of moral, cultural and social values and the development of appropriate behavioral skills in the new economic environment.

According to alumni tracking studies, the graduates of the Bachelor programme "Management" are successfully employed in national and international companies, major foreign and domestic banks, holdings of various spheres of activity, in Russian and foreign universities, hotel and restaurant business, in bodies of the public and municipal administration, Ministries and Agencies of the Russian Federation and foreign countries, as well as successfully operating their own businesses worldwide.

Appraisal:

The objective of the programme is consistent in relation to the targeted vocational field of management. The programme objectives are explained in an intelligible manner. They are based on subject-specific and generic learning outcomes which are in line with the academic state of the art and the level of the qualification to be awarded on completion. The objectives consider specialist discipline and practice both socially and politically as well as personal development. Students will be encouraged and enabled to take responsibility for their learning and professional development, i.e. in the context of different modules, through teamwork and common curricular and extracurricular projects.

In the view of the panel the Dublin Descriptors are adequately covered by the intended learning outcomes. Also, the requirements of academic abilities are fulfilled. Hence, the panel considers the learning outcomes of the programme to be at the appropriate level for Bachelor degrees.

The University analyses the findings of alumni tracking studies. The findings of the studies are considered within the developing process of the programme.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1*	Logic and Transparency of Programme Objectives			X		

1.2 Positioning of the programme

According to PFUR, the programme “Management” provides quality and prestigious education that fully complies with the requirements of modern society and the scientific and technological progress. As the PFUR states, its education programmes as well as the institution itself are continuously estimated and compared in various ratings. The ratings are aimed at both ranking institutions of higher education and offering orientation for entrants and their parents, as well as for employers, regarding the quality of training at the institution (e.g.: according to the results of the national ranking of 2012/2013 academic year of Interfax news agency, among the classic, federal and national research universities in terms of development of international activities (internationalisation) Peoples' Friendship University of Russia took the first place). According to PFUR, it keeps its leading position on the Russian education market through stable and long-term relations to alumni and external organisations, which allow monitoring changes on the labour market. Another advantage is the international orientation and the attractiveness of the programme for foreign students. The programme implements educational objectives and qualifies specialists with the ability to solve professional problems in different countries of the world and it is demanded from all regions of Russia as well as CIS member states and students of the countries of Europe, Asia, Africa and Latin America. Every year, students of 30 to 40 countries (in the current academic year from 31 countries) study at this program (see also chapter 3.3).

The programme management continuously monitors the market condition and the current situation in the labor market and promptly reacts to occurring changes. Over the past few years, in the labor market there was an increase in demand for managers in sales, development managers, HR-professionals, managers of foreign trade activities, managers of e-commerce, logistics, and managers with the knowledge of foreign languages. According to this, the structure and logic of the programme provides high competitiveness of the programme graduates on domestic and international labor markets, as well as on the national labor markets of receiving countries. The educational process of the students in the discipline “Management” provides continuous development of the student, formation of his personal and professional qualities. Academic work and extracurricular activities are focused on the activation of cognitive activity of the student, development of skills of independent work, both in the classroom and outside it (on the field internship, in student associations on interests and bodies of student’s government), that promotes the formation of professional skills and abilities aimed at the creative application of knowledge received.

The strategy of the Peoples’ Friendship University of Russia is directed on the formation of the world elite for economy, science, cultures of Russia and the whole world. This strategic objective defines a corporate policy of the University and is implemented in the educational programme in the direction “Management” which concretises the international competitiveness and development of the university's capacity. The basis of the training lies in the interdisciplinary approach, allowing to develop abilities of the tasks system solution, necessary for the work in the modern business. The interdisciplinarity is reached due to the switching on humanitarian, natural-science, professional and special disciplines in the curriculum of the different relevant university faculties.

Appraisal:

The described profile and the competence goals are such that the programme – which is held in Russian – can compete on the Russian education market. Students from Russia and various other countries take part in the programme and the panel has no doubt that the graduates can compete successfully on the job market in Russia and abroad. The future fields of employment for graduates are described plausibly and correspond to the foreseeable demand. The HEI takes part in different rankings with very good results. The way in which the programme is incorporated into the HEI's overall strategy is described and clear reasons are given, i.e. interdisciplinarity and international orientation. The programme pursues qualification goals which correspond to the HEI's concept and strategic planning.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.2	Positioning of Programme					
1.2.1	Positioning of the Programme on Education Market			X		
1.2.2	Positioning of the Programme on Job Market (Employability of Graduates)			X		
1.2.3	Positioning within HEI's overall Strategy			X		

1.3 International orientation of the programme (Asterisk Criterion)

PFUR positions itself as an internationally-focused university. This is mainly determined, as the PFUR explains, by the University entering the European educational environment, (Russia signed the Bologna Accords in 2003). The Bachelor's and Master's educational levels were introduced in PFUR as early as in 1989. Correlating to this, PFUR was among the first in Russia to implement the system of credits and modules in organising the teaching/learning process using ECTS-credits, the Faculty also developed a form of the European Diploma Transcript. As the PFUR states, academic mobility has become one of the manifestations of the international focus of its study programmes. The teaching language in the programme is Russian. But the learning of foreign languages is part of the programme, too. Each year students of the Department participate in international exchange programmes, student trips and international conferences. In the last years, students have been trained in leading foreign universities in such countries as France, Egypt, Serbia, Panama, United Arab Emirates, Peru, Bahrain, Colombia and others.

Appraisal:

The programme objectives and strategy are geared to ensuring internationality in teaching and research as well as graduate employability. In opinion of the panel the programme equips graduates with the skills they need to perform the tasks required in an international environment by means of targeted knowledge and skills development. The orientation is reflected in the internationally oriented content (see chapter 3.3), the foreign language courses,

the possibility of student exchanges and the participation of students in international study trips or conferences.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.3*	International Dimension of the Programme			X		

1.4 Gender equality and equality of opportunity

According to the PFUR Mission, working with students is aimed at forming tolerant cross-cultural environment and uniting people of different nationalities, races and religions through knowledge. In the University, the concept of multiculturalism is implemented. At present, the HEI counts students out of 145 countries. Conceptually, the requirements of gender equality and equal opportunities for students in specific life situations (international students, people with migration past, students from social groups with limited access to education, etc.) are considered in PFUR on the basis of the Gender Strategy of the Russian Federation (2002), namely – achieving equal rights for women and men in society, overcoming all forms and manifestations of gender discrimination, creating political foundations and necessary social conditions for the most complete realization of women’s and men’s natural abilities in all spheres of their work, social and private life. As the HEI points out, there is no gender discrimination at admission to/expulsion from the University or at the evaluation of students’ knowledge, at elections or appointments to posts. Since its foundation, a Women’s Committee was founded at the PFUR – an international public organisation uniting students, graduates, attending physicians and trainees of the University. As for research, gender problems in education and in professional activities are regularly researched at the University. Gender aspect is, as the HEI underlines, also considered in most psychological, pedagogical and sociological researches. What is more, material support, employment assistance and medical assistance and personal schedules are offered to students in weak living situations.

Appraisal:

The panel members came to the conclusion that gender equality and the implementation of general bans on discrimination are promoted by the PFUR. The requirements of gender equality are based on national standards. Besides, the PFUR has put effort to ensure equality throughout the whole study programme and on campus, which unites multicultural students. Teacher, manager and students have to sign a code of honour, according to which education at PFUR implies mutual understanding and communication in terms of internationalism, friendship and respect for cultural and religious characteristics. Several alternatives for material stimulating students such as academic and social allowances and scholarships have been running in order to offer opportunities for students in weak living circumstances. What is more, a Women’s committee dealing with issues relevant for women in education exists. Furthermore, an entitlement to compensation for disabilities for disabled students in terms of time and form of examinations is implemented (see chapter 3.1).

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.4	Gender equality and equality of opportunity			X		

2. ADMISSION (ADMISSION PROCESS AND PROCEDURE)

Information on admission is to be found in the 'Admission rules of federal state educational institution of higher education "Peoples' Friendship university of Russia" to study basic educational programs of higher education in 2013/2014 academic year'.

In order to gain admission to the study programme at hand, Russian entrants have to pass the Unified State Exams (USE), which are standardised examinations held in USE Centres. The achieved USE score of the student confirms the successful passing of the entrance examinations in different subjects. It should meet the minimum requirements established by the Federal Agency for Education. Furthermore, the University is entitled to increase the minimum passing score in each examination. Furthermore, a qualifying entrant shall have completed a secondary (complete) general education course. Foreign citizens admitted to the Bachelor's degree programme have to submit a state-recognised certificate of general secondary (complete) or secondary professional education. Foreign citizens do not have to pass entrance examinations and are admitted in terms defined by the Ministry. The following groups of people are enrolled out of competition if they successfully pass the entrance examinations: Orphans and children without parental care, disabled persons, other groups of people subject to applicable law of Russian Federation. The programme offers state-funded places and places on contractual basis.

Transfer from one programme to another normally takes place during the first year. Provision on Student Transfer Regulations of 1998 (as amended under the Minister for Education's orders in 2001 and 2010) establishes the rules of a student's transfer from one educational institution to another ('Regulations on Students Transfer from One Higher Education Institution of the Russian Federation to Another').

Since the programme is held in Russian language, all foreign students have to pass through the preparatory/foundation course, where during one year they receive accelerated courses of Russian language and the necessary scientific language for their further studies.

As for the admission procedure, Russian citizens are admitted to PFUR upon the results of the USE, a passing score regarding the USE is defined. Foreign citizens are admitted in terms defined by the Ministry of Education and Science of Russia. General information on admission of foreign citizens to PFUR is available in English on PFUR's official website. Documents and information governing admission to the University, as well as the competition results, ranked lists containing the score, and enrolment orders are available on the Admission Commission stand and on PFUR's official Homepage. Moreover, information on the admission procedure is to be found in booklets and brochures and communicated during specific open days.

The results will be first summarised and announced. To provide transparency, a list of candidates, giving their score, will be published on the University's official website and displayed on the Admission Commission stand. The enrolment is based upon the highest score. In case of equal score, entrants having other advantages shall be enrolled.

Appraisal:

The admission requirements are defined and transparent. The national requirements are presented and taken into consideration by implementing the State Examination as admission requirement. By enrolling students with the highest score, the admission requirements ensure that qualified students are admitted. Professional experience is, as it is also the case in

many Bachelor programmes in Europe, no admission requirement, and therefore according to the panel not relevant.

Foreign language competence of Russian students is ensured via results in the USE; the minimum score is yearly defined by a national body. Sufficient language skills of foreign students in Russian language are ensured as well. Due to the preparatory/foundation course is made sure that the foreign students are able to participate in all courses and study as successful as Russian students. This was affirmed by foreign students who took part in the site-visit.

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

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
2.	ADMISSION (REQUIREMENTS AND PROCEDURE) AND OBJECTIVES					
2.1*	Admission Requirements			X		
2.2	Selection Procedure (if available)					X
2.3	Professional Experience (* for Master Programmes of the "further Education" Type)					X
2.4*	Ensuring Foreign Language Competence			X		
2.5*	Transparency of Admission Procedure			X		
2.6*	Transparency of Admission Decision			X		

3. Implementation

3.1 Structure

The programme “Management” provides a four-year education with a total of 240 ECTS-Points. One academic year is credited with 60 ECTS-points whereby in one semester 29 and the other semester 31 ECTS-Points or in both semesters 30 ECTS-Points can be achieved. Each credit is based on a notional 36 academic hours (27 time hours) of student study time.

The curriculum consists of the three cycles of Humanities and socio-economic disciplines, mathematics and natural science disciplines and professional disciplines. Every course of the study programme – according to the Federal State Educational Standard of higher professional education – contains a basic part and a so called variative (specialised) part, which is defined by the HEI. The variative part provides an opportunity to expand and (or) deepen knowledge, abilities and skills defined by the contents of the basic (required) disciplines. Several modules contain optional subjects in the variative parts, where students can choose courses regarding to their individual interests.

Practical Training is envisaged for the second semester (“Educational Training”, three ECTS-Points), the fourth semester (“Work practice”, two ECTS-Points) and in the eighth semester (“Pre-graduation practical training”, four ECTS-Points).

The academic year consists of 40 weeks of theoretical training. In the final semester a final examination is conducted, which includes the defence of the final thesis and the passing of state examinations, in accordance with the State Educational Standard of higher professional education for the study programme at hand. The Bachelor thesis comprehends six ECTS-Points. The preparation time for the Bachelor thesis is three months, taking into account parallel workload of regular courses of the eighth semester. The State examination includes a test (computer testing using test programmes) and the main part (in oral and written forms), and is credited with two Credit Points.

Credits are accumulated for all compulsory kinds of work determined by the Federal State Educational Standard, namely disciplines (including all kinds of assessment), practical training and the final attestation.

Assessments could be test papers, workshops, essays, term papers or interim attestation. Term examinations are conducted in periods of examination sessions, usually in the form of a test and a written work which duration is two academic hours.

As for the application of the European Credit Transfer and Accumulation System (ECTS), the main elements of ECTS-system have been used: the implementation of credits, grades in accordance with ECTS and characteristics of the educational workload.

Within the framework of ECTS there is a point-rating scale, which implies not absolute but relative grading. The student rating is set according to the results achieved in the course of training in a discipline or educational programme. The level of the students’ results determines the students’ position in the rating scale and is proved by the given mark in accordance with an appendix to a higher education certificate. A Diploma Supplements has been introduced.

Modules according to the Federal State Educational Standards have been described in module descriptions enclosing purposes and targets of the subject, contents, final results (knowledge, abilities and skills), acquired competences and a list of obligatory and recommended literature. The description of subjects is uploaded by educators in the local network

of the institution or on their personal web page. The mastering of each specific subject (module) is usually terminated by an examination.

Requirements for the volume and structure, admission procedure as well as requirements to the State Examination and assessment as a whole are defined by regulating documents of People's Friendship University of Russia (assessment regulations: 'Statute about the everyday control of performance and the intermediate attestation of the Peoples' Friendship University of Russia students', 'Regulations on the State Final Certification'; admission rules: 'Admission rules of federal state educational institution of higher education "Peoples' Friendship university of Russia" to study basic educational programs of higher education', internships: 'Regulations on the procedure of the internship of students in the Peoples' Friendship University of Russia'; recognition of qualifications: 'Order and correspondence recognition criteria of credit points, gained by students in other educational program').

The maximum amount of students' workload is 54 academic hours (40,5 time hours) a week, including all kinds of classroom and extracurricular (independent) work. The determination of the provided ECTS-Points implies the analysis of the students' real workload in studying particular subjects, while carrying out all the assignments set by teaching materials, such as essays, reports, etc. for receiving positive assessment in the given discipline. This work is conducted by the chairs responsible for teaching disciplines and for the quality of students' training. The teaching staff is to work out the strategy for the best use of students' time and resources; it is to determine the optimal ratio of classroom workload and independent work time. These study aids should be based on the results of the survey of students, who have completed training in the discipline, and their statistical analysis. In case of significant mismatch between the students' workload in the particular discipline and the credits for this discipline, the chair is either to modify or revise the discipline curriculum or request the Department Council to change the workload of the given discipline in the curriculum.

Appraisal:

In the structure of the student workload the ratio of basic subjects, the variative part and the optional electives is weighted in a balanced manner. Several optional classes on different issues provide, as the panel holds the view, the opportunity to broaden and systematise the theoretical and problem content of the obligatory courses. The structure therefore helps to set the objectives of the student workload and the students to acquire the skills related to the objective. Also, the amount of credit points per semester is evenly spread throughout the study programme. The compulsory internships in the programme enhance the practical skills of the students.

Credit points and workload specifications have been implemented. Also, the concept of modularisation has been introduced to the programme. Relevant in this context is that the Russian system of education does not have a single definition of a "module". Usually, a module is an educational discipline divided into several semesters.

The module descriptions contain in particular a detailed description of the learning outcomes and acquisition of skills. Clear and reliable information about all assignments is to be assured via the module descriptions since, according to the module descriptions, each module is assessed via final certification (two academic hours in the form of test and written work). To assess the students' knowledge the score-and-rating system is used.

A set of study and examination regulations exists and this has been verified by legal experts. The structural requirements for the programme have been implemented. The option of spending periods of time at other HEIs and in practice without any loss of time is envisaged in relation to the mode of study, mainly via cooperation with other HEI. Credit Transfer from other HEI is regulated, too. Regarding the Order for qualification recognition the panel rec-

ommends focussing more on learning outcomes and less on structural information like ECTS-Points.

A manageable student workload is ensured in the programme through consideration of the expected admission qualifications (see chapter 2), a suitable curriculum design and a plausible workload calculation which is monitored regularly.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.1	Structure					
3.1.1	Structure of the Programme (Core Subjects / or Specialisations (Compulsory Electives) / optional Electives/ practical Components)			X		
3.1.2*	Application of the "European Credit Transfer and Accumulation System (ECTS)" and the Modularisation			X		
3.1.3*	Study and Examination Regulations			X		
3.1.4*	Student workload			X		

3.2 Content

The module structure is shown in the following illustration:

Curriculum Overview: Bachelor Programme "Management", 8 semesters



1 st Semester														
Module No.	Title of Module / Submodule	Credit Points in Semester								Total		Method of teaching <small>i.e. lecture course, seminar</small>	Form of Examination and its duration	Weight of exam related to final grade
		1. 17 w	2. 18 w	3. 17 w	4. 18 w	5. 17 w	6. 18 w	7. 17 w	8. 10 w	Contact Hours	Hours of Independent Work			
B.1.	Human, Social and Economic Course	8								170	118			8/ 240
	Basic Unit													
B.1.B.1	Foreign language/ Russian as a foreign language	3								68	40	Practical studies	Foreign language: Grammar and vocabulary test (45 min.), listening to professional text (15 min.), oral exam (60 min.) Russian as foreign language: 2 hours - written test	
	Variative Unit													
B.1.V.1	Economic Geography	2								51	21	Lectures, seminars	2 hours - written test,	
B.1.V.3	Institutional Economics (part 1)	3								51	57	Lectures, seminars	2 hours - oral exam	
B.2.	Mathematical and Scientific Course	8								102	186			8/ 240
	Basic Unit													
B.2.B.1	Mathematics	4								51	93	Lectures, seminars	2 hours - written test,	
B.2.B.4	Information Technologies (IT)	4								51	93	Lectures, seminars	1,5 hour - written test,	
B.3.	Professional course	14								170	334			14/ 240
	Basic Unit													
B.3.B.2	Fundamentals of Management	3								34	74	Lectures, seminars	2 hours - written test	
B.3.B.3	Business Communications	3								51	57	Lectures, seminars	2 hours - written test, 4 hours - presentation on individual business skills understanding	
B.3.B.4	Life and Work Safety	3								17	91	Practical studies	2 hours - written test	
B.3.B.11	Introduction to the Profession	2								34	38	Lectures	2 hours - written test	

	Variative Unit																	
B.3.V.V	<i>Optional subjects :</i>																	
	Block 1	3								34	74							
B.3.V.V.1	Culture of Personal Work												Lectures, seminars	2 hours - written test				
B.3.V.V.2	Skills and Modern Technology of Presentations												Lectures, seminars	2 hours - group project				
B.4.	Physical training	1								34	2		Seminars	Differentiated Credit, 2 hours				1/ 240
	2st Semester																	
B.1.	Human, Social and Economic Course		17							288	324							17/ 240
	Basic Unit		6							108	108							
B.1.B.1	Foreign language/ Russian as a foreign language		3							72	36		Practical studies	Foreign language: Grammar and vocabulary test (45 min.), listening to professional text (15 min.), oral exam (60 min.) Russian as foreign language: 2 hours - written test				
B.1.B.2	History		3							36	72		Lectures, seminars	2 hours - written test				
	Variative Unit		11							180	216							
B.1.V.2	Fundamentals of Rhetoric and Communication		2							36	36		Lectures, seminars	2 hours - written test				
B.1.V.4	Institutional Economics (part 2)		3							54	54		Lectures, seminars	2 hours - oral exam				
B.1.V.V.	<i>Block 1 (1of 2)</i>		3							36	72		Practical studies					
B.1.V.V.1,	Foreign language of business communication													45 min - written test; 1 hour 15 min - written translation				
B.1.V.V.2	Russian as a foreign language in educational and professional communication													2 hours - written test				

	<i>Block 2 (1 of 6)</i>		3						54	54	Lectures, seminars		
B.1.V.V.3	Foreign Country Studies											2 hours - written test	
B.1.V.V.4	Demographic processes and policies											2 hours - written test	
B.1.V.V.5	Psychology and Pedagogy											2 hours - written test	
B.1.V.V.6	Foundations of Morality											2 hours, project defence	
B.1.V.V.7	Innovative economy and sustainable development											2 hours - written test	
B.1.V.V.8	Development of Emotional Intelligence											2 hours - written test	
B.2.	Mathematical and Scientific Course		4						54	90			4/ 240
	Basic Unit												
B.2.B.1	Mathematics		4						54	90	Lectures, seminars	2 hours - written test	
B.3.	Professional course		4						54	90			4/ 240
	Basic Unit												
B.3.B.1.1.	History of Management Thought		4						54	90	Lectures, seminars	2 hours - written test	
B.4.	Physical training		1						36		Seminars	Differentiated Credit, 2 hours	1/ 240
B.5.	Educational training		3							108	Practical studies		3/ 240

	3st Semester												
B.1.	Human, Social and Economic Course		7						136	116			7/ 240
	Basic Unit		4						85	59			
B.1.B.1	Foreign language/ Russian as a foreign language		2						34	38	Practical studies	Foreign language: Grammar and vocabulary test (45 min.), listening to professional text (15 min.), oral exam (60 min.) Russian as foreign language: 2 hours - written test	
B.1.B.3	Philosophy		2						51	21	Lectures, seminars	Oral exam, 0,5 of academic hour for one student	

	Variative Unit									3								51	57			
B.1.V.4	Institutional Economics (part 3)									3								51	57	Lectures, seminars	2 hours - oral exam	
B.2.	Mathematical and Scientific Course									7								136	116			7/ 240
	Variative Unit																					
B.2.V.1	Economic and mathematical modeling									4								68	76	Lectures, seminars	2 hours - written test and practical tasks	
B.2.V.3	Methods of analysis of Market Activity									3								68	40	Lectures, seminars	2 hours - written case	
B.3.	Professional course									12								187	245			12/ 240
	Basic Unit																					
B.3.B.1.2	Organizational Behaviour									4								68	76	Lectures, seminars	2 hours - written test	
	Variative Unit																					
B.3.V.3	Business Economics									4								51	93	Lectures, seminars	2 hours - written test	
B.3.V.5	Pricing									4								68	76	Lectures, seminars	2 hours - written case	
K	Term work in Organizational Behaviour									2									72	Practical studies		2/ 240
B.4.	Physical training									1								34	2	Seminars	Differentiated Credit, 2 hours	1/ 240

	4st Semester																					
B.1.	Human, Social and Economic Course									7								126	126			7/ 240
	Basic Unit																					
B.1.B.1	Foreign language/ Russian as a foreign language									2								36	36	Practical studies	Foreign language: Grammar and vocabulary test (45 min.), listening to professional text (15 min.), oral exam (60 min.) Russian as foreign language: 2 hours - written test	
B.1.B.4	Jurisprudence									3								54	54	Lectures, seminars	2 hours - oral exam	

	Block 3 (1 of 4)									2						36	36	Lectures, seminars				
B1.V.V.9	Political Science																			2 hours - written test		
B1.V.V.10	Rhetoric																			2 hours - written test		
B1.V.V.11	Modern methods of negotiation																			2 hours - written test		
B1.V.V.12	Business ethics																			2 hours - written test		
B.2.	Mathematical and Scientific Course																				12/ 240	
	Basic Unit																					
B.2.B.2	Theory of Statistics																				2 hours - written test	
B.2.B.3	Information Technologies in Management																				2 hours - written test	
	Variative Unit																					
B.2.V.2	Concept of Modern Natural Science																				2 hours - written test	
	<i>Optional subjects (1 of 3):</i>																				2 hours - written test	
B.2.V.V.1	Business on the Internet																				30 min computer test , 30 min - creative project defence	
B.2.V.V.2	Geographic Information Systems																				2 hours - written test	
B.2.V.V.3	Business planning at the enterprise																				2 hours - written test	
B.3.	Professional course																				7/ 240	
	Variative Unit																					
B.3.V.1.	National Economics (part 1)																				2 hours - written test	
B.3.V.4	Global Economics																				2 hours - written test	
B.4.	Physical training																				Differentiated Credit, 2 hours	1/ 240
B.5.	Work practice																				Practical studies	2/ 240
K	Term work in Global Economics																				Practical studies	2/ 240

	5st Semester																			
B.2.	Mathematical and Scientific Course					4				68	76									4/ 240
	Variative Unit																			
B.2.V.4	Socio-Economic Statistics					4				68	76	Lectures, seminars	2 hours - written test							
B.3.	Professional course					23				391	437									23/ 240
	Basic Unit																			
B.3.B.1.3.	Organization Theory					4				68	76	Lectures, seminars	2 hours - written test							
B.3.B.5	Marketing					4				68	76	Lectures, seminars	2 hours - written test							
B.3.B.7	Financial Accounting and Analysis					3				51	57	Lectures, seminars	1 hour - written test							
B.3.B.8	Financial Management					3				51	57	Lectures, seminars	2 hours - written test							
	Variative Unit																			
B.3.V.6	Quality Management					4				68	76	Lectures, seminars	2 hours - written test							
	<i>Optional subjects :</i>																			
	Block 2					3				51	57	Lectures, seminars								
B.3.V.V.3	Enterprise Risk Management												2 hours - written exam (essay)							
B.3.V.V.4	Environmental Management											Lectures, seminars	2 hours - written test							
	Block 5 (1 of 7)					2				34	38									
B.3.V.V.9	Documentation of management activities											Lectures, seminars	1 hour - written test							
B.3.V.V.10	Psychology of professionalism											Lectures, seminars	2 hours - written test							
B.3.V.V.11	Modern Industrial Policy											Lectures, seminars	2 hours - written test							
B.3.V.V.12	Marketing Analytics											Lectures, seminars	2 hours - written case							
B.3.V.V.13	Russia in the Global Economy											Lectures, seminars	2 hours - written test							
B.3.V.V.14	Public Economics (part 1)											Lectures, seminars	2 hours - oral exam							
B.3.V.V.15	Image Management											Lectures, seminars	1 hour - written test; 1 hour - project defence							
K	Term work in Organization Theory/ Quality Management					2					72	Practical studies								2/ 240

6 st Semester													
B.3.	Professional course					29			504	540			29/ 240
	Basic Unit												
B.3.B.5	Marketing					4			72	72	Lectures, seminars	2 hours - written test	
B.3.B.6	Managerial Accounting					3			54	54	Lectures, seminars	2 hours - written test	
B.3.B.9.	Project Management					3			54	54	Lectures, seminars	2 hours - written test	
B.3.B.10	Corporate Social Responsibility					4			54	90	Lectures, seminars	2 hours - written test	
	Variative Unit												
B.3.V.2.	National economics (part 2)					3			54	54	Lectures, seminars	2 hours - written test	
B.3.V.7	Logistics					4			72	72	Lectures, seminars	2 hours - written test	
	<i>Optional subjects:</i>												
	Block 3					3			54	54			
B.3.V.V.5	Social Management										Lectures, seminars	2 hours - written test	
B.3.V.V.6	Regional Economics										Lectures, seminars	2 hours - written test	
	Block 4					3			54	54			
B.3.V.V.7	Career Management										Lectures, seminars	2 hours - written test	
B.3.V.V.8	Motivational Management										Lectures, seminars	2 hours - written test	
	Block 6 (1 of 7)					2			36	36			
B.3.V.V.16	Information Technologies in the Enterprise										Lectures, seminars	2 hours - written test	
B.3.V.V.17	Organizational Culture										Lectures, seminars	2 hours - written test	
B.3.V.V.18	Company's Strategies for Competing in Global Markets										Lectures, seminars	2 hours - written test	
B.3.V.V.19	Business Etiquette of Manager										Lectures, seminars	1 hour - written test	
B.3.V.V.20	Insurance										Lectures, seminars	2 hours - written test	
B.2.V.V.21	Organizational Bases of Business										Lectures, seminars	2 hours - written test	
B.3.V.V.22	Public Economics (part 2)										Lectures, seminars	2 hours - oral exam	
K	Term work in Marketing					2				72	Practical studies		2/ 240

7 st Semester													
B.3. Professional course									27	459	513		27/ 240
Basic Unit													
OPDF.14	Human Resources Management								4	68	76	Lectures, seminars	2 hours - written test
SD.8	Strategic Management								4	68	76	Lectures, seminars	1,5 hour - written test
Variative Unit													
OPDF.16	Research of management systems								4	68	76	Lectures, seminars	2 hours - written test
SD.5	Innovation Management								4	68	76	Lectures, seminars	2 hours - written test
SD.7	Production Management								4	68	76	Lectures, seminars	2 hours - written test
SD.9	Crisis Management								4	68	76	Lectures, seminars	2 hours - written test
OPD.V.3	<i>Optional subjects: (1 of 5)</i>								3	51	57		
OPD.V.3.0.1	Business climate in Russian regions											Lectures, seminars	2 hours - written test
OPDV.3.02	Management of product policy of company											Lectures, seminars	2 hours - written test
OPDV.3.03	Professional competence of manager											Lectures, seminars	2 hours - written test
OPD.V.3.04	Fundamentals of Business Assessment											Lectures, seminars	2 hours - written test
OPD.V.3.05	Branding in Fashion Industry											Lectures, seminars	2 hours - written test
K	Term work in Human Resources Management /Strategic Management								3		108	Practical studies	3/ 240

8 st Semester													
B.3. Professional course										15	280	260	15/ 240
Basic Unit													
OPDF.17	Development of Management Decisions									2	40	32	Lectures, seminars 2 hours - written test
Variative Unit													
OPDF.15	State and Municipal Management									3	60	48	Lectures, seminars 2 hours - written test
SD.6	Organizational Change Management									3	60	48	Lectures, seminars 2 hours - written test
<i>Regional (university) component CD (1 of 2)</i>										2	40	32	
SD.R.01	Advertising activity												Lectures, seminars 2 hours - written test
SD. R.02	Industrial economics												Lectures, seminars 2 hours - written test
<i>Regional (university) component CD (1 of 2)</i>										2	40	32	
SD. R. 03	Personnel Assessment												Lectures, seminars 2 hours - written test
SD. R.04	Economics and Organization of Foreign Economic Activity												Lectures, seminars 2 hours - written test
OPD.V.4	<i>Optional subjects: (1 of 4)</i>									3	40	68	
OPD.V.4.01	Methods and Style of Manager's activity												Lectures, seminars 2 hours - written test
OPDV.4.02	Latin America: experience and lessons of the modern state of economic policy												Lectures, seminars 2 hours - written test
OPDV.4.03	Stress Management												Lectures, seminars 2 hours - written test
OPDV.4.04	Trade Marketing												Lectures, seminars 2 hours - written test
B.5. Pre-diploma practice by the administering department										4		144	Practical studies 4/ 240
K	Term work in Organizational Change Management									3		108	Practical studies 3/ 240
State Examination										2			2/ 240
The Bachelor's thesis defence										6			6/ 240
Total		31	29	29	31	29	31	30	30	3607	4745		

According to PFUR, an acquisition of knowledge, abilities and skills in general cultural competencies is envisaged in every discipline of the curriculum and professional competencies are evolved and worked out within the professional course. Disciplines of the variative part of the professional course allow the students to specialise in the selected field, in particular, “Quality Management”, “Management Systems Researching”, “Management of Organisational Changes”, and also the elective disciplines “Ecological Management”, “Social Management”, and “Motivational Management”.

The Bachelor programme “Management” is in accord with the Federal State Educational Standard of higher professional education in “Management” (Bachelor of Management) affirmed by Order of the Ministry of Education and Science of Russia of May 20, 2010 No. 544.

Acquired theoretical and practical knowledge is strengthened and deepened at practical and seminar classes. Practical classes are conducted and various methods are used: active and interactive forms (seminars in a dialog mode, discussions, computer simulations, business and role plays, case studies, psychological and other trainings, group discussions, student’s research societies work outcomes, university and interuniversity teleconferences) in combination with extracurricular activities to form and evolve professional skills of students. The latest information technologies are widely applied in training. All types of training taken by the students in the course of bachelor-degree studies (practical, on-the-job and pre-diploma training with the administering department) are also seen as a link between theoretical knowledge and their practical application.

As the HEI describes, great attention is paid to issues of interdisciplinarity in the study programme at hand. Training begins with the study of fundamental theoretical disciplines which allow students to master separate (special) disciplines. The curriculum includes subjects dealing with geography, history, psychology, jurisprudence and philosophy.

Likewise, great importance is given to the training of methodological competences, specifically understanding theories, practical application of knowledge and getting familiar with values and attitudes by implementing different approaches like activity approach, cultural approach, communicative approach and others. All the disciplines start with the methodological section which helps students to obtain organisational skills to perform academic work and learn to use specialised literature. The programme allows the graduates to master methodology, to perform academic work, learn to understand and compare the study material from specialised sources. It is stated in the description of modules among the education goals.

The aim of the final certification is to determine the proficiency level of the graduate to perform professional tasks and the compliance with the requirements of educational standards. Besides writing the Bachelor thesis the students have to pass the state examinations (see chapter 3.1).

Students are tested on whether or not they achieve the intended learning outcomes of the programme through the tests and assignments during the programme. A system of continuous assessment is used and has the advantage of students receiving continuous feedback on their progress. The continuous monitoring of student progress means that problems which some individual students may have are identified sooner, and instructors can immediately refer these students to the study advisors for a meeting.

Appraisal:

The curriculum takes the programme objectives into consideration to a sufficient extent. There is a balanced mixture of modules in terms of content and they are arranged in a logical sequence. The panel has seen the course descriptions and is positive about the course content as the panel finds that all relevant topics for the “Management” programme are ad-

dressed at an adequate level. The electives included on the programme enable students to acquire beneficial skills in accordance with their own preferences.

The curriculum is also in accordance with the national requirements for a “Management”-programme. Hence, the reasons for the programme description “Management” and the qualification title “Bachelor of Management” are given and the title is in line with the focus of the programme content.

Theory and practice are sufficiently combined throughout the curriculum. Theoretical questions are geared towards application fields to promote employability on the programme. The three included internships are envisaged to link theory and practice as well. The quantity of different disciplines and subjects in the curriculum is above-average. Interdisciplinary thinking and preparation for interdisciplinary cooperation form one of the main components of the programme and are especially suitable to promote the achievement of the competence goals.

Finally, the programme ensures that graduates have methodological competence, are empowered to conduct academic work and can understand and assimilate specialist literature. It is also indicated as learning objectives in the module descriptions.

The level of performance in examinations and the thesis are aligned with the learning outcomes of the module in terms of form and content. The requirements are in line with the level necessary to attain the qualification in question. Altogether the students have provided evidence that they are capable of doing academic work and that the learning outcomes are achieved in the programme.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.2	Content					
3.2.1*	Logic and conceptual Coherence of Programme / Curriculum			X		
3.2.2*	Rationale for the Qualification Title			X		
3.2.3*	Reasons given for programme description			X		
3.2.4*	Integration of Theory and Practice			X		
3.2.5	Interdisciplinarity		X			
3.2.6*	Methodological Competence and Academic Work			X		
3.2.7*	Performance in Examinations and Thesis			X		

3.3 Internationality

In the programme students learn to make effective management decisions in a competitive environment of global economy and international business and to form skills which are necessary for conducting business, social and political activities, analytical and advisory work in business organisations, global international corporations, federal and municipal governments. Disciplines such as "Economic Geography", "Foreign country studies", "Demographic processes and Policy" are aimed at creating an international outlook of the future managers and increase the level of regional geographic knowledge and general culture of students. International content is also maintained by such courses as "Economics and Organisation of foreign economic activity", "Latin America: experience and lessons of the modern state economic policy", "Industrial Economics", and "Competitive strategy of companies in global markets".

Courses like "Principles of Management", "Organisational Behavior", "Corporate Social Responsibility", "Human Resource Management", "Strategic Management", "Quality Management", "Organisational Change Management", "Marketing", "Innovation Management", "Production Management", "State and Municipal Management", "Organisational (comparative) culture", "Development of administrative decisions" and others are based on international best practices in modern management and marketing. Intercultural aspects are introduced in the courses "Business communication", "Culture of personal work", "Skills and modern technology of presentations", "Fundamentals of rhetoric and communication", "Rhetoric", "Modern methods of negotiation", "Business ethics", "Organisational culture" and others. The students are taught to function effectively in an intercultural environment.

Students from more than 145 countries of the world are studying at the PFUR. Through this, a unique multi-cultural atmosphere is established. In the "Management" programme are African, Asian, Latin-American and European students from 35 countries of the world. The majority of foreign students returns to their native countries after graduation and start their professional activity there. According to PFUR, this indicates the international employability of the graduates.

Many teachers in the study programme at hand have gained international experience either on an educational level or via practical experience. Also international experts are invited for guest lectures on a regularly basis. According to the HEI, the experienced foreign teaching staff enables the students to get deep knowledge in the area of Management beyond national borders.

Language skills in foreign languages are part of the curriculum. Russian students have to choose one foreign language. Foreign students have obligatory courses in Russian as a foreign language. The following languages can be chosen: English, French, German, Spanish, Italian and Chinese. The foreign language course is aimed at forming foreign language communicative competence in a variety of professionally-oriented speech activity of Business, based on the starting level of foreign language knowledge. The course contains general foreign language skills and enables the students for professional business communication. Disregarding the language courses, the curriculum of the programme is held in Russian.

Appraisal:

The high amount of international content in the curriculum is an emphasis of the programme. The panel members came to the conclusion that the international orientation of the programme equips graduates with the skills they need to perform the tasks required in an international and intercultural environment. A significant proportion of the student community comes from abroad. The resulting exchange between the students promotes the international

employability of graduates. Furthermore the international composition of the teaching community corresponds to the requirements and affords the acquisition of skills.

The foreign language courses with their contact hours and the used foreign language material as well as used materials of modules with international content are sufficient to promote the employability of graduates on a continuous basis. The intended communicative competence for the vocational field of managers complements the achievable skills of the international content of the programme. However, the panel recommends to offer some of the regular courses in English language. During the on-site visit participants from the HEI explained that some foreign students speak their native language and Russian but do not have sufficient English-language skills for participating successfully in English language courses. That's why all regular courses are held in Russian which is the only language that all students speak fluently. Even this argument is very plausible the panel would like to point out that English is the most important language in business. Hence, they recommend to offer several elective courses in English so that every students gets the possibility to study regular programme content in English and promote their English language skills.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.3	Internationality					
3.3.1*	International and intercultural aspects			X		
3.3.2	Internationality of Student Community		X			
3.3.3	Internationality of Teaching Community			X		
3.3.4	Foreign language content			X		

3.4 Additional acquisition of knowledge and skills

When developing the Bachelor-level programme, conditions for the formation and development of common cultural competencies of students by creating an enabling social and cultural environment to be required for harmonious socialisation are created. Graduates of the programme possess among others the following common cultural competence in full:

- ability to take an active civic position,
- ability to analyse and evaluate historical events and processes,
- readiness to cooperate with colleagues and to work in team,
- ability to make organisational and administrative decisions and readiness to take responsibility for them,
- ability to critically evaluate personal merit and demerit,
- awareness of social importance of own future profession, possessing of high motivation to perform professional activities,
- ability to work with information in global computer networks and corporate information systems,
- ability to consider consequences of managerial decisions and actions from the perspective of social responsibility, and
- ability to adhere to ethical values.

Development of skills for communication and public speaking, as well as group work and acquisition of skills in conflict resolution are conducted with students of the programme on a regular basis. This activity aims at formation of the following general cultural competences:

- possessing of think culture, ability to perceive, consolidate and analyse information, to set goals and to choose ways of their achieving,
- ability to form oral and written messages in logical, reasoned and clear manner, and
- ability to realise business communication: public speaking, negotiations, meetings, business correspondence, electronic communications.

Especially the following subjects allow students to form additional communicative competences: "Business communication", "Culture of personal work", "Skills and modern technology presentations", "Fundamentals of rhetoric and communication," "Psychology and Pedagogy," "Rhetoric", "Modern methods of negotiations".

Appraisal:

As the panel states, the development of generic skills such as ethical aspects, managerial skills and management concepts as well as an educational component, which is not specifically related to the final qualification, is provided on the programme on a consistent basis. Also, in various modules, students are required to present the results of their studies and practice teamwork, whereby the ability to publicly communicate is convincingly fostered. Communication skills and public-speaking skills as well as team-work and conflict resolution are strongly nurtured by means of knowledge and skills development on the programme and students practice the techniques individually in several activities.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.4	Additional Acquisition of Knowledge and Skills					
3.4.1*	Acquisition of application and / or research-oriented skills (only for Master programmes)					X
3.4.2*	Generic Skills			X		
3.4.3*	Communication skills and public speaking skills / team-work and conflict handling			X		

3.5 Teaching Methodology

The teaching function can be expressed in providing students with knowledge, skills and abilities they need in their future professional activities. All the disciplines of the programme are closely related to each other and arranged in such way that the students receive basic knowledge at first, and then specialised (professional) knowledge. The task of the professor is to acquaint students with new scientific knowledge to help them realise their potential in independent work.

Educational and methodical complexes of disciplines involve different types of classes: classes (lectures, seminars and practicums), independent work (essays, term papers, homeworks and other tasks), as well as application of innovative technologies of teaching, which develop teamwork skills, interpersonal communication, decision-making and leadership qualities:

- interactive lectures,
- seminars in dialog form,
- group discussions, debates, round tables,
- individual and group creative projects,
- analysis of business situations on the base of case-methods,
- business and role plays,
- analysis of concrete situations, psychological and other trainings, and
- work of student research groups in conjunction with extracurricular work to create and develop professional skills of students.

In the programme materials for all disciplines of the curriculum for organisation and realisation of independent works, lectures, seminars, coursework and final qualifying works are agreed with the results of training and are available in required quantity. The materials contain among others textbooks, manuals, lecture notes, guidelines and recommendations for laboratory works, practical training, course works (projects), rules of written works (control tests), set of individual tasks (abstracts) in the discipline, samples of course projects and work, individual tasks, essays and so on. All additional materials are available for the students in the educational portal of PFUR and educational portal of the faculty, as well as their hard copy are stored at the Department of Management.

Additionally to the regular study programme, guest lecturers teach on a regular basis in the programme. These guest lecturers come from a variety of occupations and bring special experience to teaching, which improve the employability of students through greater insight into professional practices in detail. Student assistants are currently not involved in teaching.

Appraisal:

The logic of the teaching methodology is adequate to lead students to the final qualifications; it is described and explained in a logical and transparent manner. A diverse range of methods is used on the programme and tailored to the specific modules. What is more, case studies, role plays, trainings etc. are used as part of the curriculum and are aimed at developing the students' skills.

The course materials are in Russian language, so not every panel member had the possibility to take a personal look at them. Because of the impression of one panel member and the detailed module descriptions the panel is convinced that the quantity and quality of the material is sufficient to engage the students in further independent study. This has been confirmed by the students of the programme in the round of talks with students and alumni during the on-site visit.

Additionally to the regular study programme, guest lecturers teach on a regular basis in the programme. These guest lecturers come from a variety of occupations and bring special experience to teaching, which improve the employability of students through greater insight into professional practices in detail.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.5	Teaching Methodology					
3.5.1*	Logic and Transparency of Teaching and Learning Methodology			X		
3.5.2	Accompanying course materials			X		
3.5.3	Guest Lecturers			X		
3.5.4	Student Assistants involved in Teaching					X

3.6 Skills for employment / Employability (Asterisk Criterion)

The programme is designed for comprehensive training of bachelors in management. Besides disciplines which are mandatory within the state educational standard, the curriculum includes obligatory courses and elective courses, which allow students to gain a deeper understanding in the relevant areas of management. Each student has his own individual learning path, which is realised in formation of his individual plan for the entire period of study. This approach helps students to form their own training plan and more detailed study various aspects of management which the student find most interesting and promising, in accordance with the plans of his future career.

The employability of graduates from the programme is based among others on the following elements:

- a strong link between theory and practice,
- the training of methodological competencies,
- foreign language courses and international content,
- the promotion of self-dependent and systematic work, and
- the training of social skills.

Appraisal:

The “Management” programme at hand is intended to afford the graduates with skills for employment. Employability is recognisable as a central theme of the programme through all the stages of the course. The curriculum content is such that it is possible to achieve the employability aspired to in the programme objective and to get a degree, which has an explicit profile with regard to the content. The good results of the programme can be seen in the findings of alumni tracking studies which show the good positions of graduates from the programme.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.6*	Skills for Employment / Employability			X		

4. Academic Environment and framework conditions

4.1 Teaching staff

The “Management”-programme is implemented by scientific and teaching personnel having, as a rule, relevant major education according to the subject they teach, and scientific degrees, and systematically performing scientific and scientific-methods activities. As for the instructors, 79 lecturers are currently teaching the programme at hand, of whom 15% (12 persons) have PhD degree and (or) academic title of professor, 61% are associate professors (48 persons), 20% are senior instructors (16 persons) and 4 % assistants (3 persons). 49% of higher-education teaching personnel in the program know foreign languages (English, French, Spanish, German, etc.) on a professional level which is confirmed by diplomas and certificates. A high proportion of lecturers has practical experience in the management of companies and/or organisations in Russia or abroad.

When preparing the curriculum, the involvement of teachers in other education programmes and their teaching load are, due to information of the PFUR, taken into consideration. The scientific content and the educational part of the Bachelor’s degree programme is generally managed by the University’s full-time staff member having a doctoral degree and/or the title of full professor for the relevant area and at least three years of experience in higher Professional education institutions. The education programme may only be implemented by teachers who have passed competition in accordance with the internal order and been interviewed by the Programme’s head and coordinators. The procedure of appointing a teacher to the position (on the competitive basis) is performed considering the University’s strategic and professional requirements (Rector’s Order № 107, dated February 8th, 2011). The attestation commission will then decide whether the teacher’s qualifications are sufficient for the current position or if the applicant does not qualify for the current position.

The instructors regularly participate in internal, national and international conferences, visit exhibitions, forums, workshops, seminars and business training. Various pedagogical training programmes carried out at the University and outside allow the teaching staff to improve teaching skills and methods, to learn about the latest techniques of the educational process and to use modern technologies in the classroom work. Furthermore, every full-time lecturer has to prove that he had taken part in further education in his specific teaching field (in form of courses, conferences, or by supervising final certifications of students).

Intramural cooperation is implemented within the framework of educational-methodical commission of the University conducting monthly meetings for considering educational and methodological issues. Also discussed are the development and implementation of the programme, coordination of modules and programmes, the certification of teaching materials in disciplines, the specification of practical training types and the development and approval of curricula. In addition, the Department regularly organises joint meetings, which are attended by the teaching staff to share experience and address issues of educational and organisational nature.

In the process of training, students have the opportunity to regularly receive consultation by a tutor of the Dean's Office regarding the selection of elective subjects in the programme. Individual and group consultations for students by the lecturers are conducted in classrooms according to a fixed schedule. Consultations are held weekly at the pre-set time. The consultation should help the students to master skills and provide effective course of study. In addition, students can communicate with professors via e-mail or Skype.

Appraisal:

The structure and number of teaching staff correspond with the programme requirements. A Cross-linking matrix shows the availability of the required capacity to implement the programme. Appointment procedures are implemented taking account of the strategic and professional requirements of the HEI. According to the CVs, the practical experience of the teaching staff is in line with the requirements of the programme for teaching. Besides, a number of lecturers have long-year experience in teaching. In addition, the staff's pedagogical/didactical qualifications are in line with their tasks and have been verified. As the panel has come to know, there is a regular offer to the lecturers to take part in further educational and pedagogical trainings. In addition, the teaching staff must provide evidence of their pedagogical / teaching qualifications on a regular basis.

Internal collaboration and coordination to agree on the modules and overall is ensured systematically. The department regularly hosts joint events, in which all of the HEI's teaching staff participates.

As affirmed by students of the PFUR during the on-site visit, the counselling of students by teaching staff is intensive. Student support and coaching are an integral part of the services provided by the teaching staff and are offered on a regular basis. E-mails are answered fairly quickly. Where necessary, the students are given support with academic and related issues. Altogether the students have no serious complaints.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.1	Teaching Staff					
4.1.1*	Structure and Number of Teaching Staff in Relation to Curricular Requirements			X		
4.1.2*	Teaching Staff's Academic Qualifications			X		
4.1.3*	Teaching Staff's Pedagogical / Teaching Qualifications		X			
4.1.4	Practical Business Experience of the Teaching Staff			X		
4.1.5*	Internal Cooperation			X		
4.1.6*	Provision of Student Support / Coaching by Teaching Staff		X			

4.2 Programme Management

The Programme Management plans and organises, co-ordinates and supervises in detail the work of all parties involved in the realisation of the programme and ensures the achievement of the objectives in view. The duties of the Management include among others:

- development of the curriculum and its coordination with relevant units of PFUR with Vice rector of Academic Affairs of the University (annual),
- guidance of realisation of all cycles of Bachelor-level programme,
- determining of content of special subjects and elective courses for the programme,
- selection, appointment and use of academic staff to ensure educational programme realisation,
- organising of all types of practice trainings, midterm certification and final state attestation in accordance with the schedule of educational process,
- general management of research work of students,
- evaluation and adjustment of themes for course papers and final qualifying works,
- appointment of supervisors for final qualifying works of students,
- establishment and development of co-operative relationships with other higher education institutions (HEIs) and organisations, and
- supervision of compliance of the programme with the requirements for the realisation of the programme in conformity with the Federal State Education Standard for Higher Professional Education for the Management Graduate Course.

Upon their acceptance into the programme, students are provided with Information, which helps them to navigate administrative issues and explains all the necessary steps and certain offices they need to see while having questions. Admission support regarding courses and programmes, questions about the University, specific entry requirements, housing, registration, etc. is also an essential part of student support. In addition the PFUR Administration provides students and young teachers with regular efficient support in the following spheres:

- assist in preparation of graduate qualification work and candidate's theses,
- give them the opportunity to attend international scientific conferences, symposia,
- assist in organising scientific research work of students and young scientists with regard to the realisation of their creative abilities and career development,
- announce the Competition in Science and Innovation for Young Scientists (up to 35 years old) for scientific achievements and contribution to the PFUR scientific reputation for 2012 – 2016, and
- award scholarship of the PFUR Academic Council.

PFUR offers professional development for the administration staff (e.g. IT-courses, language courses).

The PFUR Charter stipulates that professors, teachers and employees of the Faculty have the right:

- to participate in discussion and decision-making with regard to the issues concerning activities of the Faculty directly or through public organisations and governing bodies of the Faculty,
- to dispute orders and directives of the University's administration and of the Faculty in accordance with established procedures, and
- to exercise other rights envisaged by the legislation of the Russian Federation.

Student organisations – faculty student councils, dormitory councils, regional student organisations, foreign communities, Ladies' Committee – take active part in decision-making and play an important role in the University life. The structure of student governing bodies makes it possible to influence decision-making with regard to organising and managing the educational process.

An elected representative body of the Faculty of Economics, called the Academic Council, takes part in organisation, management and realisation of the programme:

- appoints the Manager of the programme,
- approves annually the academic curriculum, course programmes and teaching materials,
- hears reports of the program manager, and
- supervises execution of the educational process at the realisation of the programme.

Appraisal:

As the panel came to know, the Programme Management coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly. The process organisation, administrative support as well as decision-making processes, skills and responsibilities are determined transparently. The lecturers and students are involved in the decision-making processes, which affect their areas of responsibility. The panel appreciates that an advisory Board has been installed and that the Board's recommendations are taken into account in the development of the programme. However, the panel recommends to involve more practitioners and representatives from companies in the Board, and make greater use of a view from outside of HEIs.

The administration acts as a service provider for students and teaching staff. In terms of both quality and quantity sufficient staff is available taking account of their involvement in other programmes so that the processes described can be implemented appropriately. Measures for personal qualification for the administration staff are provided.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.2	Programme Management					
4.2.1	Programme Directors			X		
4.2.2	Process Organisation and administrative Support for Students and Teaching Staff			X		
4.2.3	Advisory Body (Advisory Board) and its Structure and Responsibilities			X		

4.3 Cooperation and partnerships

The Department, due to own information, proactively collaborates with different Russian and foreign academic institutions to advance the scientific and academic cooperation and improve the quality of teaching. Thus, the Russian Institute for Scientific and Technical Information of Russian Academy of Sciences (RISTI of RAS), Volgograd State University, St. Petersburg State Engineering and Economic University, Moscow State University of Service, Belarusian State University (Belarus), Oles Honchar Dnipropetrovsk National University (Ukraine), Donetsk National University (Ukraine), Al-Farabi Kazakh National University (Kazakhstan), Kyrgyz National University named after Jusup Balasagyn (Kyrgyzstan), Kyrgyz-Russian Slavic University (Kyrgyzstan), Russian-Tajik Slavonic University (Tajikistan), Tajik State National University (Tajikistan), and M. Auezov South Kazakhstan State University

(Kazakhstan) and others. Furthermore, there are cooperations with independent non-commercial organisations as the National Center of CEO Certification, the Agency for Strategic Initiatives (area "Young Professionals"), the National Union of HR Managers, the Association of Independent Directors, the Association of Russian Managers and others. Also many instructors are members of scientific editorial boards: the General Editorial Board for information publications of RISTI, the Editorial Board for information publications on economy of RISTI, the Editorial Board "Federal and Regional programs of Russia", the Editorial Board of the scientific journal "Economy of Contemporary Russia", the Editorial Board of Yearbook "The region's economy" and the Editorial Board of "Bulletin of Volgograd State University".

The activities include among others lecturing and participating in joint conferences. Cooperation with international academic institutions are executed to establish cooperation in scientific research, educational activities, student exchanges, academic exchanges and with the aim of improving the teaching staff's qualifications. The results are, as the HEI underlines, also used for improving academic process at the PFUR.

In order to coordinate cooperation with enterprises and other organisations, in PFUR, there has been established the Center for Employment Assistance for Students and Graduates (CEASG) that has successfully operated for many years. The CEASG cooperates with more than 400 state-owned and commercial enterprises and organisations, is willing to establish partnership with Russian and foreign recruiting companies, and invites PFUR students and graduates that are in need of assistance in finding a permanent or temporary job to use the available vacancy database. Students of the "Management" programme have the opportunity to undertake practical training and internship in Russian and foreign companies, consulting firms, credit organisations, scientific research organisations, public organisations, state establishments and foreign embassies including the Ministry of Economic Development of the Russian Federation, JSCB "NZBank", OJSC "Audit-MTM", OJSC "Optima", OJSC "Nestle Russia", "BEST – Novostroy"; OJSC "ATAL"; Domodedovo Moscow Airport (sub-division "Pritok"); CJSC "Inter-Industry Monitoring Center", TÜV International RUS Ltd., TÜV Rheinland (Germany) and others.

Appraisal:

Cooperation with HEIs and other academic institutions/networks with effects on the programme are actively pursued. The panel members appreciate the current cooperation of the PFUR in this field. Results are among others activities such as lecturer and student exchanges, joint conferences and invitations of guest lecturers. Furthermore, PFUR is actively involved in cooperation with state bodies and other organisations and these cooperation produce concrete results, i.e. in internships for students and teaching activities. Overall, the cooperation have a permanent impact on the programme and promote the development of the students' skills regularly.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
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 enterprises and other organisation (Asterisk-Criterion for educational and vocational programmes, franchise programmes)			X		

4.4 Facilities

The PFUR Faculty of Economics is situated at the main building of the university which has dozens of classrooms in different sizes. The classrooms are equipped with modern multimedia facilities (projectors, interactive whiteboards, multimedia devices). The supporting departments of the Faculty has a sufficient number of laptop computers and projectors, TV-sets, voice recorders, and other types of the equipment necessary for the educational process. The computers have access to the Internet and the building is equipped with wireless Internet connection. The classrooms for studying foreign languages are equipped with computers, headsets, microphones, web cameras as well as a stationary projector, screen, video, DVD, the Internet and satellite TV with live broadcast programmes in foreign languages. The Classrooms and entrances are specially equipped for the disabled; access to them is barrier-free.

A research library was established along with the foundation of the University and was reorganised in 2008 into the Teaching/Learning Information Library Center. The Library is open both during semester and extra-curricular time. Opening hours are: Monday – Thursday 13.00 – 18.45 and Friday – Saturday 13.00 – 16.45. The Reading Hall is open: Monday – Thursday 10.00 – 20.45, Friday 10.00 – 17.45 and Saturday 10.00 – 16.45. The Library's stock counts more than 1.800,000 pieces and is, as the PFUR claims, updated monthly. What is more, the library's stock is made of print and electronic publications of main study and additional literature for general and professional subjects. The electronic catalogue was introduced in 1990. Since 2010, the PFUR Digital Library System (DLS) has been providing readers with information and an access to full-text documents. Currently, the PFUR DLS contains 3,901 full-text documents, 375,644 bibliographic records: educational, teaching and scientific materials, theses and author's abstracts, foreign and Russian publications of PFUR employees, conference proceedings, and periodical literature. The DLS allows individual access for each student via Internet connection.

During the last years, the major part of the work on information support of library readers has been transferred to a virtual environment. There has been gained access to 28 universal, professional, full-texted and bibliographic databases, such as:

- eLibrary.ru – Research Digital Library: public-access scientific magazines (about 300 titles, 31,369 publications); PFUR Bulletin, Economics series; 16 magazines by subscription,
- Grebennikon – Grebennikov Publishing House Digital Library. Full-text access to 28 magazines on marketing, management, finances, staff management,

- Library PressDisplay,
- SwetsWise online content – Information and Bibliography English-Language Databases on all fields of study including Economic Science. Possibility to order the full text of a magazine article,
- University of Chicago Press Journals,
- Alpina Publishers Publishing House books – present-day business literature,
- Thesis Digital Library of the Russian State Library (RSL),
- LexisNexis,
- The ONLINE University Library – University Library on-line, Educational and scientific literature, 2,728 titles including: European economy, Economic History, History of Economic Concepts, Global Economy, Russian Economy, Theory of Economics, Marketing, Banking, and
- Book collections of SPRINGER Publishing House, and others.

There are 33 computers in the library rooms – these are fully stocked workstations with all necessary software. Six additional workplaces are barrier free. WI-FI is available in the reading rooms and halls of the libraries. The development plan is, as the PFUR states, revised on a regular basis to appropriately meet the needs of education programmes. The development strategy of the library has been planned in the Medium-Term Development Programme of PFUR for a three-year period. Annual plans of the Library development are formed on the basis of strategic objectives of PFUR.

Appraisal:

In the view of the panel, the number and size of teaching rooms and the equipment of all learning facilities are in line with the needs described for the programme, also taking into account of the use of resources for other programmes. The campus is fully equipped with modern information technology. Free access to a Wi-Fi network is available for students. The quantity of workstations in general is sufficient as well. The relevant facilities for the programme are barrier free.

A library is available and open both during and outside of semester time for sufficient periods. A development plan for the library exists. Access to literature and journals as well as digital media is in line with the programme contents and up to date. The opening hours and the support service take into account the students' needs. There are sufficient library workstations available to students with sufficient technical equipment and rooms for group work.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.4	Facilities					
4.4.1*	Quantity, Quality and Media and IT Facilities of Teaching Rooms			X		
4.4.2*	Library Resources			X		
4.4.3	Number of Technical Equipment at Library Workstations for Students			X		

4.5 Additional Services

The Center for Employment Assistance for Students and Graduates (CEASG) (see also chapter 4.3) collaborates with state institutions, organisations and companies. By representing the PFUR on the labour market and keeping close contacts to a wide range of employers, it is aimed to assist students and alumni in entering the job market. It also informs students and alumni about practical studies, trainings on probation, and vacancies offered by leading employers and conducts among others presentations, workshops, conferences, job fairs together with employers. Psychological consulting at the employment is also offered to students. The centre for promoting job selection and employment uses an online resource, the “PFUR practical Work and Employment”, created for efficient interaction between the PFUR students/alumni and PR departments of employers.

According to PFUR, many alumni stay in touch with their departments, faculties, and professors beyond graduation. For the purpose of contact keeping PFUR Friends Association was established at the University. Its activities are aimed at the University's supporting relations to alumni of different generations, as well as at collaborating with Russian and foreign alumni in various areas, including giving alumni an opportunity to continuously improve their qualifications. The Department for Working with Alumni was established for the coordination of all activities which involve alumni – including alumni and alumni's associations and organisations in the University's scientific, research and goodwill projects.

The issues of social development at the University are addressed by a number of divisions, first of all by the Social Development, which mainly focuses on arranging recreation and health resort treatment for the employees and their families, welfare assistance for employees and teaching personnel, issuing social allowances and certificates for employees, teaching staff and students, issuing work incapacity certificates and other. Also, the Student Council, a public authority of self-governing for the University's students, focuses its activities solving the vital problems of students, developing their social activities and supporting social initiatives. One of the major functions of the Council is representing and protecting social, labour or other rights and legal interests of students at PFUR. Besides, there are several alternatives for material stimulating students such as academic and social allowances and scholarships. Furthermore, the PFUR seeks to protect students' health from the first days of their stay till the very end of their education. There is a University-based polyclinic that has doctors of all specialties and is equipped with the most up-to-date medical equipment. Regular monitoring of students' health is carried out by general practitioners assigned to each Faculty. There is a polyclinic-based in-patient department that hospitalises students that are in need of such care.

Appraisal:

Careers advice and a placement service are offered for the students/graduates to promote employability via different ways. Besides offering assistance in entering the job market, the Centre for promotion of employment also keeps students and alumni updated on practical studies, trainings on probation, and vacancies offered by leading employers. These activities are planned on a long-term basis, performed regularly and advertised vigorously.

An alumni organisation has been set with the aim of developing an alumni network. Also annual meetings do take place. On the PFUR homepage, one finds an extra section for Alumni with relevant subsequent groups, information on TV contributions and announcement of annual meetings. Contact details of responsible persons are also given on the website.

Counselling and welfare services are an integral part of the HEI's services and are offered on a regular basis. In addition, the University's Students Council or the University's polyclinic

give individual advises and offers on several questions associated with the student's daily life.

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.5	Additional Services					
4.5.1	Careers Advice and Placement Service		X			
4.5.2	Alumni Activities			X		
4.5.3	Individual Counselling and Welfare Services for students		X			

4.6 Financial planning and financing of programme (Asterisk Criterion)

A strategic Plan of Development and PFUR faculties institutes and other divisions' development plans has been developed according to own information, and financial planning is performed clearly and in accordance to the named plan. The individual education programme is funded on a centralised basis within the framework of the PFUR's general budget that, in its turn, has various revenue items, such as: aid grants of the Ministry of Education and Science of the Russian Federation (public money), allocated to the University for each PFUR student entering the 1st year of study or already studying on the state-subsidised basis – basic (budgetary) funding; earnings from students studying on contractual basis, receipts from academic pursuits and developments performed by the University (various grants, work under business contracts) and earnings from various activities provided for in the PFUR Regulations (supplementary education, further education, providing various educational services). The financial plan is being managed and controlled by Departments deans (institutes directors). Each programme is funded according to the Cost Estimate for Implementing a Higher Professional Education Programme, adopted by PFUR, on the basis of the following cost components underlying the basic higher Professional education programme implementation:

- teaching staff salary,
- educational support personnel salary,
- administration - management personnel salary,
- students' scholarships,
- teaching materials for the programme start,
- informational and library support of the educational process,
- the level of computerization of the University and computer facilities for educational and scientific activities,
- proper maintenance of training facilities (including repairs and utility charges), the housekeeping unit ,
- laboratory and other equipment and technical training facilities,
- providing training and work practices,
- expendables,
- publishing,
- upgrading qualification of the teaching staff,
- proper maintenance of classrooms and hostels,
- outlay for scientific research,
- sports complex,

- student Cultural Center,
- policlinic,
- communication services,
- training and experimental workshops,
- business trips,
- international activities and
- public order and security.

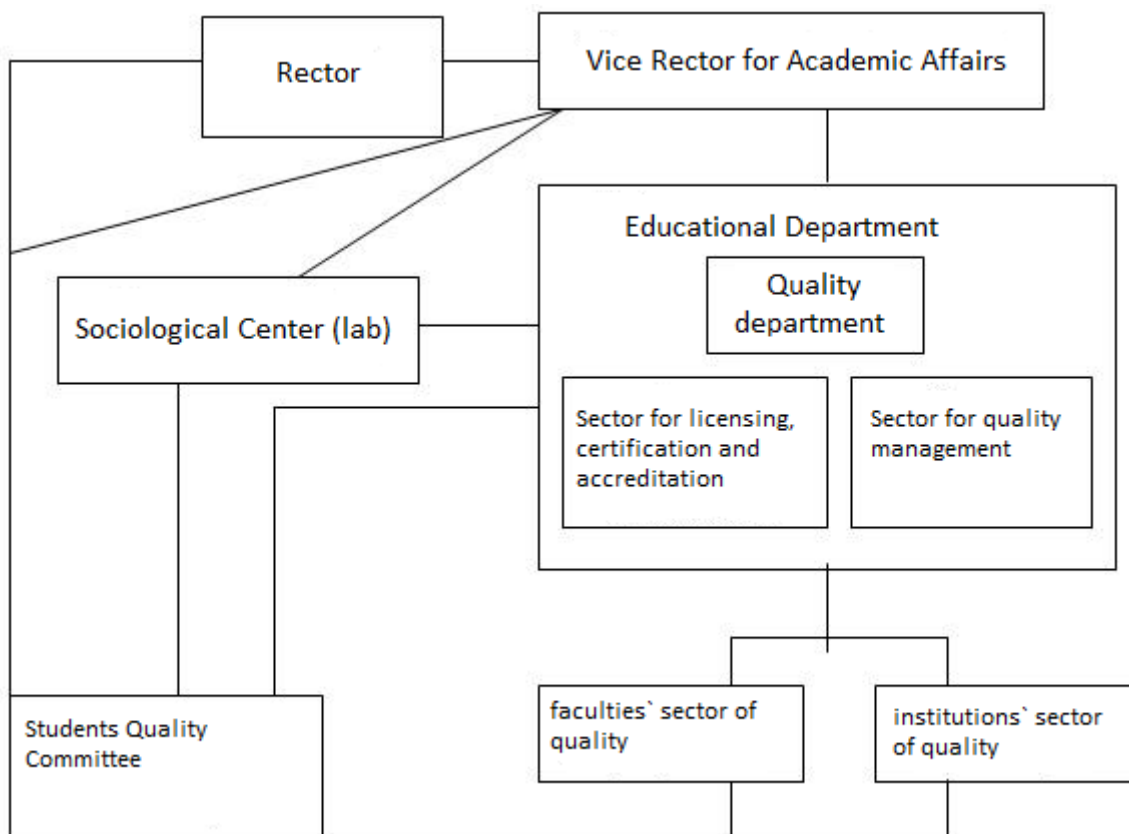
Appraisal:

The HEI has described a financing strategy, which includes a reasonable degree of detail and is transparent. In addition, there are agreements concerning the basic funding. A general budget exists. Within the limits of a review process and with regard to financial stability of the HEI in recent years, the panel concludes that financial stability is ensured for the current programme cycle and the entire accreditation period.

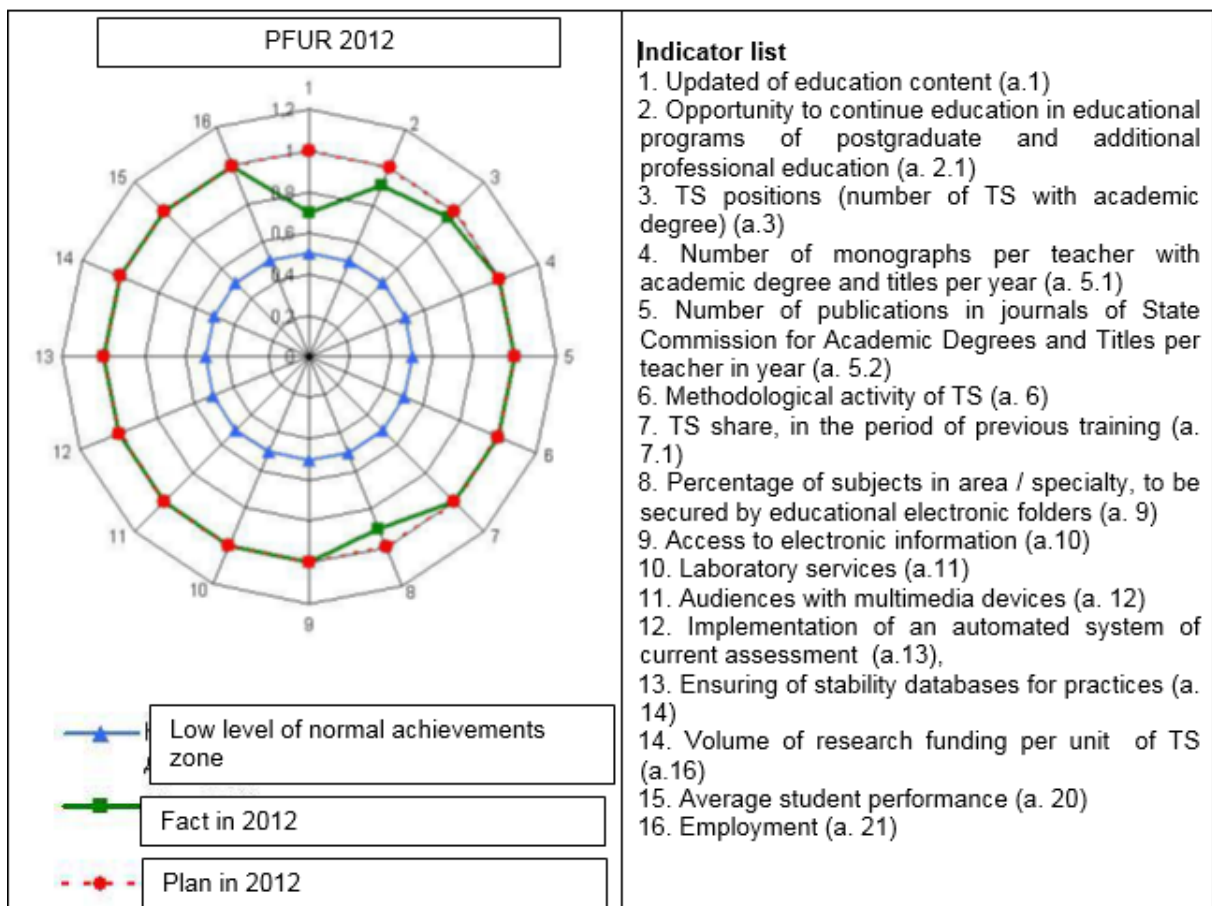
Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.6*	Financial Planning and Financing of Programme			X		

5. QUALITY ASSURANCE

According to own information, PFUR's activity quality enhancement strategy is set out in "Strategic Plan for PFUR Development for the period of 2013 – 2015", adopted by the general University conference of the teaching staff, researches and students in 2013. This document defines key activities, their strategic goals, and quality enhancement areas. In addition, the programme at hand is, due to HEI's own information, updated on a yearly basis with consideration of the development of scientific knowledge, technologies and the social sphere. It includes information on the quality management and its objectives, the questionnaires used, Student Commission on teaching quality as well as the structure of the quality assurance service, which can be illustrated as follows:



As for quality management, a system, taking into account both a quality assurance policy and the University development goals, has been introduced. In order to provide control over implementation of PFUR Education Quality Assurance Programme, the Education Quality Department of Educational Policy Directorate annually monitors criteria and analyses education productivity in each faculty and area of study. The indicators obtained are entered into the database where they are normalised in compliance with established rules. The Data will then be analysed and used for the creation of strategic and operating plans of quality assurance. Finally, measures will be taken, leading to a new level of monitoring. For each activity of the University, quality parameters and their edge values (indicators) are defined for the period from 2013 to 2015 both for the entire PFUR and for each faculty and institute. Periodic reports on meeting these indicators are discussed at University-wide conferences, where amendments are made; the results are published as medium-term programmes of PFUR, faculties and institutes development. Measures on the programme implementation are discussed during the year at the meetings of the Academic Board, Rector's Office, University Management Commission, meetings at the Rector's, Pro-Rectors' briefings. As the PFUR states, its quality management system has been recognized in meeting the requirements of ISO 9001:2008 by AFNOR certification systems; IQNet (The International Certification Network), and GOST R certification system (Russia).



At the end of every semester students write their anonymous review of the classes and give their feedback on its quality. These reviews, according to the PFUR, are used continually to improve the quality of the programme. The used questionnaire contains several detailed questions regarding the actual workload of the courses. Additionally, the students answer open questions on which aspects they liked and disliked about the lecture as well as what suggestions they have to improving the course. Also, PFUR attaches great importance to continuous communication with the Student Quality Commission. The Student Commission has been operating at PFUR since 2006, providing among other tasks control over arrangement and quality of training at faculties and institutes of the University, participation in education quality assurance programme development, control over courseware supply, coordination of its activities with the faculty/institute quality service, making proposals to faculties' Education Boards on adding new subjects into the curriculum, informing students on terms of and procedure for compensation for missed classes and passing examinations and providing for assistance to junior students within educational framework. What is more, direct communication of the Rector with the students at regular meetings and via e-mail are, according to PFUR, arranged on a regular basis. Results of the latter meetings are to be found at the Student Commission web page. Finally, regular meetings of Deans (institute directors) and their deputies with faculties' student education quality commissions take place.

Teachers have the opportunity to participate in education quality evaluation through the following forms of communication with the administration:

- general meeting of the teaching staff of PFUR (once a year),
- rector's meeting with all Faculty Academic Councils and educational institutions (at least once per year),
- reports of department heads at the Presidium of the Academic Council of Peoples' Friendship University: the report provides information on department activities in all areas of quality improvement with values of relevant parameters (in holdover),

- individual comments, complaints and suggestions of the workflows participants to be submitted to the rector, vice-rectors, deans, and
- sociological research among faculty members (at least once in every three years).

PFUR also uses questionnaires to ask alumni of the programme about their actual job situation and about the positive and negative aspects of the programme in general and regarding the programme's content. In addition, alumni are invited by PFUR to participate in University's scientific, research and goodwill projects. PFUR uses these occasions to get also feedback on the programme. Companies which cooperate with PFUR in form of internships for students or mutual projects receive questionnaires too, and are invited to give feedback on the students or graduates work.

Requirements concerning the content of the programme, its structure and certifications are published and available for online access on the website of the HEI. This includes among others the programme's curriculum, information about the examinations and the conditions of admission. An English version of the website exists but is still in a process of development. Most important information (e.g. admission regulations) is already available. Professionally-oriented and general consulting is conducted for students in order to solve problems which are not reflected in the given documents.

Information about the activities within the programme during the academic year is presented in the Annual Report on Research, Academic Affairs, the report on the implementation of the Medium-term Department development programme and the report on the implementation of the programme concerning the quality of education at PFUR. The reports provide among others general information about the University, academic work, quality of education, scientific work, international activities, social development and extra-curricular activities.

Appraisal:

The panel members came to the conclusion that the PFUR has formulated quality targets for the development of programmes and regularly assess their implementation. Its system of quality assurance and development is designed comprehensively so that continuous quality improvement of the institution can be achieved. Also, a quality assurance and development procedure exists, which is used systematically to continuously control and monitor the quality of the programme content, processes and outcomes (quality circle). Teaching staff and students are involved in corresponding committees to plan and assess the quality assurance and development procedures.

Evaluation by the students and teachers is carried out on a regular basis and in accordance with a described procedure. The HEI handed out a questionnaire which is used for evaluation of the courses and checks among others if the estimated Workload (academic hours and self-studies) corresponds to the actual workload of the students. Alumni, employers and organisations are involved in the quality circle as well. The panel recommends communicating the results of evaluation to all relevant parties – especially the students – more systematically.

As for the description of the programme content, the panel states that the programme is described in detail and the description is constantly updated. The documentation is available to interested parties, both in hard copy and electronic form, and it ensures a high level of transparency. Regarding the English version of the programme's website, the panel recommends to publish soon all additional information that is not yet available.

Also, the activities which take place during the academic year are continuously documented and published in annual reports.

Quality Ratings

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
5.	QUALITY ASSURANCE					
5.1*	Quality Assurance and Development of the HEI and collaboration between the HEI management and Faculty/Departments as well as programme management in the programme development			X		
5.2*	Quality Assurance and Development of Programme Content, Processes and Outcomes			X		
5.3	Instruments for Quality Assurance					
5.3.1*	Evaluation by Students			X		
5.3.2	Quality Assurance by Teaching Staff			X		
5.3.3	External Evaluation by Alumni, Employers and third Parties			X		
5.4	Programme Documentation					
5.4.1	Programme Description			X		
5.4.2	Documentation of Activities during Academic Year			X		

Quality Profile

Institution: Peoples' Friendship University of Russia, Moscow

Bachelor programme: Management (Bachelor of Management)



Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
1.	STRATEGY AND OBJECTIVES					
1.1*	Logic and Transparency of Programme Objectives			X		
1.2	Positioning of Programme					
1.2.1	Positioning of the Programme on Education Market			X		
1.2.2	Positioning of the Programme on Job Market (Employability of Graduates)			X		
1.2.3	Positioning within HEI's overall Strategy			X		
1.3*	International Dimension of the Programme			X		
1.4	Gender equality and equality of opportunity			X		
2.	ADMISSION (REQUIREMENTS AND PROCEDURE)					
2.1*	Admission Requirements			X		
2.2	Selection Procedure (if available)					X
2.3	Professional Experience (* for Master Programmes of the "further Education" Type)					X
2.4*	Ensuring Foreign Language Competence			X		
2.5*	Transparency of Admission Procedure			X		
2.6*	Transparency of Admission Decision			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.	PROGRAMME DESIGN					
3.1	Structure					
3.1.1	Structure of the Programme (Core Subjects / or Specialisations (Compulsory Electives) / optional Electives/ practical Components)			X		
3.1.2*	Application of the "European Credit Transfer and Accumulation System (ECTS)" and the Modularisation			X		
3.1.3*	Study and Examination Regulations			X		
3.1.4*	Student workload			X		
3.2	Content					
3.2.1*	Logic and conceptual Coherence of Programme / Curriculum			X		
3.2.2*	Rationale for the Qualification Title			X		
3.2.3*	Reasons given for programme description			X		
3.2.4*	Integration of Theory and Practice			X		
3.2.5	Interdisciplinarity		X			
3.2.6*	Methodological Competence and Academic Work			X		
3.2.7*	Performance in Examinations and Thesis			X		
3.3	Internationality					
3.3.1*	International and intercultural aspects			X		
3.3.2	Internationality of Student Community		X			
3.3.3	Internationality of Teaching Community			X		
3.3.4	Foreign language content			X		
3.4	Additional Acquisition of Knowledge and Skills					
3.4.1*	Acquisition of application and / or research-oriented skills (only for Master programmes)					X
3.4.2*	Generic Skills			X		
3.4.3*	Communication skills and public speaking skills / team-work and conflict handling			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
3.5	Teaching Methodology					
3.5.1*	Logic and Transparency of Teaching and Learning Methodology			X		
3.5.2	Accompanying course materials			X		
3.5.3	Guest Lecturers			X		
3.5.4	Student Assistants involved in Teaching					X
3.6*	Skills for Employment / Employability					
4.	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS					
4.1	Teaching Staff					
4.1.1*	Structure and Number of Teaching Staff in Relation to Curricular Requirements			X		
4.1.2*	Teaching Staff's Academic Qualifications			X		
4.1.3*	Teaching Staff's Pedagogical / Teaching Qualifications		X			
4.1.4	Practical Business Experience of the Teaching Staff			X		
4.1.5*	Internal Cooperation			X		
4.1.6*	Provision of Student Support / Coaching by Teaching Staff		X			
4.2	Programme Management					
4.2.1	Programme Directors			X		
4.2.2	Process Organisation and administrative Support for Students and Teaching Staff			X		
4.2.3	Advisory Body (Advisory Board) and its Structure and Responsibilities			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 enterprises and other organisation (Asterisk-Criterion for educational and vocational programmes, franchise programmes)			X		

Quality Ratings		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	not relevant
4.4	Facilities					
4.4.1*	Quantity, Quality and Media and IT Facilities of Teaching Rooms			X		
4.4.2*	Library Resources			X		
4.4.3	Number of Technical Equipment at Library Workstations for Students			X		
4.5	Additional Services					
4.5.1	Careers Advice and Placement Service		X			
4.5.2	Alumni Activities			X		
4.5.3	Individual Counselling and Welfare Services for students		X			
4.6*	Financial Planning and Financing of Programme			X		
5.	QUALITY ASSURANCE					
5.1*	Quality Assurance and Development of the HEI and collaboration between the HEI management and Faculty/Departments as well as programme management in the programme development			X		
5.2*	Quality Assurance and Development of Programme Content, Processes and Outcomes			X		
5.3	Instruments for Quality Assurance					
5.3.1*	Evaluation by Students			X		
5.3.2	Quality Assurance by Teaching Staff			X		
5.3.3	External Evaluation by Alumni, Employers and third Parties			X		
5.4	Programme Documentation					
5.4.1	Programme Description			X		
5.4.2	Documentation of Activities during Academic Year			X		