

# Decision of the FIBAA Accreditation Committee for Programmes



**96<sup>th</sup> Meeting on 2 October, 2015**

**Project Number: 14/123**  
**Higher Education Institution: Kazan Federal University**  
**Study Programme: General and Strategic Management**

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

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

Period of Accreditation: October 2<sup>nd</sup>, 2015 until August 31<sup>st</sup>, 2020

Conditions:

- Condition 1 (see Chapter 3.2)  
The principles of the Lisbon Recognition Convention – general recognition of study periods abroad if no substantial differences can be proven by the institution –are implemented in the study and examination regulations.
- Condition 2 (see Chapter 3.2)  
KFU proves that the workload of the modules is regularly evaluated, follow-up measures are documented and the number of allocated credit points, if necessary, are adapted.

Proof of meeting these conditions is to be supplied by July 2<sup>nd</sup>, 2016.

The FIBAA Quality Seal is awarded.



## Assessment Report

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**Higher Education Institution (HEI):**

Kazan Federal University

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**Master study programme:**

General and Strategic Management

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**Qualification awarded on completion:**

Master

# General Information on the study programme

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**Brief description of the study programme:**

The mission of the programme is to train highly qualified managers, analytics and researchers for the work in organisations of large, middle and small businesses, at industrial enterprises, in human services, state structures, banks, insurance and consulting companies in Tatarstan Republic and the Volga Region, as well as abroad.

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**Type of study programme:**

master programme

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**Projected study time and number of ECTS points assigned to the study programme:**

2 years / 120

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**Mode of study:**

full-time

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**Didactic approach:**

Study programme with obligatory class attendance

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**Double/Joint Degree programme:**

Students have the opportunity to obtain a double degree of the Justus Liebig University (Germany)<sup>1</sup>

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

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**Programme cycle starts in:**

winter semester

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**Initial start of the programme:**

September 2011

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**Type of accreditation:**

Initial accreditation

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<sup>1</sup> The double degree was not subject-matter of the FIBAA accreditation.

# Procedure

A contract for the initial accreditation of General and Strategic Management (Master) was made between FIBAA and Kazan Federal University on December 4<sup>th</sup>, 2014. On April 21<sup>st</sup>, 2015 the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation were met.

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

**Prof. Dr. Lothar Bertels**

FernUniversität in Hagen  
(Distance Learning University)  
Professor for Sociology  
(Urban and Regional Sociology Community Research, Demography Research)

**Prof. Volker Gehmlich**

Osnabrück University of Applied Sciences  
Professor for Business Administration, Business Management and Cultural Management  
(Internationalisation of Organisations, Strategic Management, Lifelong Learning)

**Prof. Dr. Elena Khalevinskaya**

Plekhanov Russian University of Economics, Moscow  
Head of the Chair Customs Activity  
(World Economy, Finance)

**Karl-Peter Abt**

Stanton Chase International, Düsseldorf  
Associate Partner  
(Human Resource Management, Marketing, Logistics, Business Administration, Controlling)

**Stefanie Henriette Fecher**

University of Erlangen-Nürnberg  
Student of Organisation and Personell development (M.A.)  
(completed: Business Administration (B.A.))

FIBAA project manager:  
Karin Legerlotz

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit. The site visit took place on May 19<sup>th</sup>/20<sup>th</sup>, 2015 at the HEI's premises in Kazan. The same cluster included an appraisal of Regional Economics and Territory Management (Master). On end of the on-site visit the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on August 20<sup>th</sup>, 2015. The statement on the report was given up on September 18<sup>th</sup>, 2015, it has been taken into account in the report on hand.

# Summary

The General and Strategic Management (Master) offered by Kazan Federal University fulfils with few exceptions the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on October 2<sup>nd</sup>, 2015 and finishing on August 31<sup>st</sup>, 2020 under two conditions. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure, and with the Bologna declaration.

The panel members identified need for improvement regarding the study and examination regulations and the feasibility of the workload. They recommend the accreditation on condition of meeting the following requirements:

- Condition 1 (see Chapter 3.2)  
The principles of the Lisbon Recognition Convention – general recognition of study periods abroad if no substantial differences can be proven by the institution – are implemented in the study and examination regulations.
- Condition 2 (see Chapter 3.2)  
KFU proves that the workload of the modules is regularly evaluated, follow-up measures are documented and the number of allocated credit points, if necessary, are adapted.

Proof of meeting these requirements is to be supplied by July 2<sup>nd</sup>, 2016.

Furthermore, the quality requirement that has not been fulfilled – [Evaluation by students] – is not an asterisk criterion, so that a further condition is not necessary. The measures the HEI takes to solve the identified problem are to be considered during the re-accreditation.

The panel members also identified several areas where the programme could be further developed. Therefore, the panel recommends

- to bear in mind the international education market rather than to focus on one foreign country (see Chapter 1.3),
- to further stress the international and in particular the intercultural aspects of the courses in the module descriptions, which are basically implemented (see Chapter 3.4),
- that the marketing strategy should be broadened in order to attract more foreign students not only from Germany but also from other countries (see Chapter 3.4)
- to foster an international exchange of teachers in order to systematically raise their level of international experience. Also, invitations of international guest lectures from the cooperating companies could be enhanced (see Chapter 3.4),
- to continue with the offered English lessons to ensure that more lecturers will reach the language proficiency level to teach in English (see Chapter 4.1),
- to point out in an organigram who is the executive programme manager (see Chapter 4.2),
- to expand the opening time of the library (see Chapter 4.4),
- to conduct surveys in order to get more detailed detailed results from the alumni regarding the outcomes of the programme (see Chapter 5),
- to publish soon all additional information that is not yet available in English to attract foreign students (see Chapter 5).

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

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

- Lecturing tutors (see Chapter 3.2),
- Skills for employment/Employability (see Chapter 3.6),
- Internal cooperation (see Chapter 4.1),
- Student support by the faculty (see Chapter 4.1),
- Process organisation and administrative support for students and faculty (see Chapter 4.2),
- Cooperation with business enterprises and other organisations (see Chapter 4.3),

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

# Information

## Information on the Institution

The Kazan Federal University (KFU) is one of the oldest educational institutions of Russia, which had its 210<sup>th</sup> anniversary in 2014.

In 2013, KFU managed to become one of the 15 winners of the Russian Federal Government support for leading universities, the “5 TOP 100” open contest, which is designed to implement the task of ensuring the entry of at least five Russian universities in the top one hundred leading universities of the world by 2020.

KFU consists of 18 departments and institutes, 250 sub-faculties and offers 140 study programmes.

The Institute of Management, Economics and Finance is one of the largest structural divisions of Kazan Federal University, not only in terms of faculty and students, but according to scientific and educational scope as well.

Currently more than 7.000 students are enrolled in the programmes of the Institute of Management, Economics and Finance. The following list shows the master programmes offered in 2015 by the Institute of Management, Economics and Finance:

Direction code	The title of the major
Economy (38.04.01.)	Audit and financial management (ACCA)
	Business-analytics
	Economy of project activity
	Accounting, analysis and audit
	Management accounts and controlling
	Property evaluation
	Banks and banking
	Finance of public establishments
	Corporate finance
	Taxation of economic types of activities
	Regional economy and territories administration
	Economic theory
Nature provision and water management (20.04.02)	Urboecology
State and municipal administration (38.04.04)	Urban development management
Pedagogical education (44.04.01)	Ecological education
	Geographical education
Geography (05.04.02)	Physical geography and landscape planning
Management (38.04.02)	Analytics and innovative business administration
	Corporate management
	Marketing
	Management and jural provision of sport industry
	General strategic management
	Production management

	Financial management
Economy (080100.68)	Banks and real economy
	Regional economics and territory management
Geography (021000.68)	Economic, social geography and territorial planning
Personnel administration (080400.68)	Human resource management
<b>Distance learning study form</b>	
Pedagogical education (44.04.01)	Ecological education
	Educational tourism
Personnel administration (38.04.03)	Human resource management
Economy (38.04.01)	Accounting, analysis and audit
	Economy of a firm
	Audit and financial management
	Banks and real economy
	Business-analytics
	Corporate finance
	Taxation of economic types of activities
	Property evaluation



## Further development of the programme, statistical data and evaluation results

The master programme “General and Strategic Management” was opened in the year of 2011. The statistical data relates to the period from 2012 till 2015.

Year	2012/13	2013/14	2014/15
Enrolled students	12	11	10
Female students	7	9	7
Male students	5	2	3
Foreign students	3	2	0
drop-outs / not successful students	3	0	0
Graduates	9	3	0

## Appraisal

The overall development of the programme is difficult to estimate since it is relatively new. The recent data does not lead to any concerns of the panel, but the panel recommends to continue systematically collecting and monitoring data. Special attention should be paid to the number of applicants and the effort to enrol more foreign students not only from Germany but also from other countries.

# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk-Criterion)

The mission of the programme is to train highly qualified managers, analytics and researchers for the work in organisations of large, middle and small businesses, at industrial enterprises, in human services, state structures, banks, insurance and consulting companies in Tatarstan Republic and the Volga Region, as well as abroad.

The programme is aimed to provide graduates with a profound economic knowledge, a socially responsible personality and general cultural (universal) and vocational competencies, necessary for the implementation of vocational activity in management.

According to KFU the Graduates of the programme are able to:

- elaborate development strategies for organisations and their particular subdivisions;
- manage the subdivisions of enterprises and organisations of different property forms, state and municipal authorities;
- organise creative teams for the solution of organisation managing tasks and their leadership;
- use up-to-date methods and techniques of dealing with the staff, procedures of building innovative teams;
- use modern methods of corporate finance management for strategic objectives;
- search, analyse and evaluate the information for the preparation and making of managing decisions;
- analyse the existing organisation forms and managing processes, develop and reason the suggestions about their execution;
- evaluate the projects' effectiveness considering the uncertainty factor;
- develop plans and programmes of organising innovation in the enterprise across the whole innovation cycle "fundamental research - R & D - manufacturing of new products";
- organise scientific researches by defining tasks for groups and separate performers, choosing research instruments, analysing of their outcomes, collection, processing, analysis and systematisation of the information on the research topic, preparation of reviews and reports on the topic of the research;
- develop models of the researched processes, phenomena and objects relating to the sphere of professional activity, evaluation and interpretation of the outcomes;
- reveal and formulate vital scientific issues;
- prepare reviews, reports and scientific publications.

### Appraisal:

The qualification objectives of the programme are explained and convincingly presented in relation to the targeted variety of occupations in local and international companies and organisations in various business related fields. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality. Also, the requirements of academic abilities and research skills on Master level are fulfilled in the view of the panel. Furthermore, the qualification objectives of the programme meet the requirements of the Federal state educational standards of higher professional education in the direction of preparation 080200 Management (Qualification (degree) "Master").

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

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

KFU aims at an active integration into world educational and scientific space and views international cooperation as one of the priority directions of activity.

The main directions of international activity of KFU are:

- Development of partner connections with leading foreign scientific and educational centers and companies of the real economy sector;
- Education of foreign students, postgraduates and probationers;
- International academic exchanges;
- Scientific cooperation in the frames of international projects and agreements, publication of the research results abroad;
- Organisation of international symposia, conferences, seminars;
- Development of the Internet-site of the university in foreign languages;
- Positioning of the university in world ratings.

To attract foreign students to the programme General and Strategic Management the second study year is taught in English, which contributes to the increase of academic mobility of students.

Also, the students have an opportunity of receiving a double diploma (degree) during the study at KFU and Gießen University of Liebig, Germany. So far 3 graduates of 2014 from the Gießen University have received double diplomas degrees, 4 students (2 from Gießen and 2 from Kazan) in case of successful termination of the study will get double diplomas double degrees in 2015.

The international orientation of the master programme “General and Strategic Management” is also connected with the academic mobility of the teaching staff: 90% of teachers not only successfully have further training, but also have held lectures in foreign universities (including the Gießen University of Liebig, Germany, The University of Malta, Malta etc.), participate in international conferences (Germany, Finland, Malta, Italy, Romania etc.), make scientific researches and published in international magazines of the Scopus database.

### 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 reflects the internationally oriented content of the programme and the activities in cooperation with foreign HEIs.

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

### 1.3 Positioning of the study programme

As for the positioning of the programme on the education market KFU states that the Tartastan Republic is one of the most economically developed regions of Russian Federation. It is situated in the center of the largest industrial area of Russian Federation. Owing to historical, geographical, nature conditions and other significant factors, the Tatarstan Republic formed itself as the largest scientific, educational and industrial center, having been acknowledged not only in Russia, but in the whole world. Furthermore, according to KFU, in Tartastan Republic as well as in the whole Volga Region a programme which is dedicated to general and strategic management is not offered by any other Higher Educational Institution. The Center for the graduate school has close contacts with the Department of External Relations of KFU in order to attract foreign students. In the academic year 2015/16 there will be three students from the University of Regensburg and two students from the University of Passau enrolled.

Moreover, KFU states that the programme is well positioned in the labour market, due to the fact that the professional activity sphere of the graduate of the programme include organisations of any legal form (commercial, non-commercial, state, municipal). According to KFU 80 % of the graduates work in their specialisation. As stated above there is a continuing demand for the graduates at many public institutions and private companies in the emerging Tartastan Republic but also in the Volga Region. When developing the curriculum of the programme KFU took the advice of cooperating companies and institutions into account. According to KFU the graduates of the programme are valued highly in the market, because many businesses in the region are planning to cooperate with foreign companies and need personnel to accomplish this goal.

The master programme to be accredited plays an important role in the general strategy of the Kazan (Volga region) Federal University. The development programme of the Federal State Independent Educational Institution of Higher Vocational Education "The Kazan (Volga region) Federal University" for the years 2010-2019 is aimed at the creation of a new higher educational institution, possessing its own potential of further development and able to successfully contribute to the solution of the tasks of social-economic development in Tatarstan Republic and Volga region Federal district. Moreover, according to KFU an important goal is the internationalisation of education.

#### Appraisal:

There are no other programmes with this particular specification on the educational market of the Volga Region and the majority of the students studying the programme comes from Tartastan. Therefore, the panel considers the programme as well positioned on the regional educational market. Furthermore the programme attracts students from Germany, but the panel recommends to bear in mind the international education market rather than to focus on one foreign country.

Furthermore the panel agrees, that the arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. KFU stays in constant and close contact to companies and institutions, so that the demand for graduates is based on this exchange of experiences.

The programme pursues qualification goals which correspond to KFU's concept and strategic planning. Especially the focus on international standards and an internationalisation is in line with the HEI's mission and strategic planning.

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

## 2. Admission

The order and terms of admission to KFU are regulated by:

- Federal Law dated December, 29th, 2012. N 273-Ф3 "On education in the Russian Federation" (hereinafter – the Federal law);
- Order of the Ministry of Education and Science of the Russian Federation dated 28.07.2014 N 839 «On establishing the order of enrollment on training programs of higher education – Bachelor’s program, Specialty, Master’s program for the years 2015/16”;
- Order of the Ministry of Education and Science of the Russian Federation dated 23.01.2014 N 36 «On establishing the order of enrollment on training programs of secondary vocational education”.

The Rules of enrollment to the extent not regulated by the laws on education are set by the University in its own discretion. The rules are adopted by the Academic Council and are posted on the university website in the section Admission.

KFU admits in master programmes citizens of the Russian Federation and citizens of foreign countries holding at least a Bachelor's or equivalent degree.

The applicants have to hand in an application form and attach the documents as follows:

- Documented language competence. Admission to the programme is conditional upon passing the TOEFL exam scoring the minimum of 550 points (paper-based test), or 213 points (computer-based test), or 79 points (internet-based test), or upon obtaining other internationally recognised certificate (e.g. IELTS Overall Band Score 6.5, CAE grade A or B, CPE grade A, B or C) scoring results equivalent to the TOEFL exam.
- Previous study results. Diploma and transcript of the results, confirmed by the home university.
- Data provided in the CV. CV will be attached to the application for admission.
- Data provided in the statement of purpose.

International students and stateless persons may apply for a government subsidised place in higher educational institution in accordance with international agreements of the Russian Federation, federal laws or adopted by the Russian government. There is a quota for teaching foreign students and stateless students as well as for places with tuition fee paid by a natural or legal entity.

Foreign students have to prove their capacity in the Russian language. One of the following documents may serve to certify that a candidate possesses sufficient Russian language ability for studies at KFU:

- Certificate of secondary education from a school where teaching is conducted in Russian
- Certificate of completing the preparatory faculty of the State System of pre-university training.
- The Certificate of the State System of Russian testing for foreigners (TORFL-2)

If students do not speak Russian, they have to take the one-year language training course at KFU International Preparatory School. Studies at Preparatory School are not included in the general University curriculum.

Admission in master programmes is performed on the results of entrance tests. To run and hold entrance tests the Head of the Admission board of the University appoints the examination and review boards. The examination board to carry out the entrance tests in the master programme is formed for each direction of training.

For disabled persons with special needs there are the following peculiarities of taking entrance tests:

- entrance tests are held in a separate classroom, the number of enrollees in one classroom shall not exceed at a written entrance test 12 people, at an oral entrance test 6 people. The number of disabled enrollees with special needs at an entrance test in one classroom can be increased or the disabled enrollees with special needs can pass entrance tests together with another enrollees if that does not cause difficulties for enrollees at an entrance test;
- an aid assisting in technical issues depending on enrollees' individual needs (to secure a work place, to move, to read and finalise a work, to communicate with a professor) can be present at an entrance test;
- enrollees depending on their individual needs can use technical aids and other during an entrance test.

The applicants for government-subsidised places and applicants for full-fee places shall pass equal entrance tests. Entrance tests are conducted in the Russian language. The results of entrance tests are evaluated on a 100-point scale.

Those applicants who received unsatisfactory/poor mark or who were absent of the entrance test without reasonable excuse are excluded from participation in the enrollment competition. It is impossible to take a re-sit.

In case of equal points the following entities are of priority:

- applicant who possess a bachelor's degree diploma with honors on the discipline of training (specialist degree with honors – for full-fee places)
- those who have scientific papers in subject matters of the discipline of training;
- winners and participants of student competitions and Academic Olympics;
- applicants with references of State Academic Commission to continue education at Master degree programme (postgraduate training program).

In case of equity of all above named terms the rate (priority) of applicants is determined by the university Admission Board.

When an applicant disagrees with the result of an entrance test the applicant for the master degree programme may send in a written application for the review of the entrance tests results. The order of handing applications and review of the results are regulated by the Rules of admission into the Federal State Autonomous Educational Institution of Higher Professional Learning "Kazan (Volga Region) Federal University" and Review regulations.

Those applicants who successfully passed entrance tests but are not enrolled to the government subsidised places may participate in a competition for full-fee places.

KFU provides information on the admission requirements and the admission procedure online. Currently, intensive work is held on improvement of the English version of both the KFU website and the page of the Center of Magistracy of the Institute of Management, Economics and Finance of the KFU. Information on the admission rules of KFU, as well as the study programs descriptions are available in English. Prospective students can moreover ask for personal information.

## Appraisal:

The admission requirements are defined and transparent. The national requirements are presented and taken into consideration. By enrolling students having a higher professional education and by proofing English skills, the admission requirements ensure that qualified students are admitted. English language skills and entrance tests are the relevant criteria which determine an admission decision. The panel holds the view that the selection procedure ensures the acquisition of particularly qualified students in line with the goal of the programme. Professional experience is, as it is also the case in many Master-study programmes in Europe, no admission requirement, and according to the panel not relevant.

The admission procedure is described, explained in a logical and transparent manner and documented for and accessible to the general public. The admission decision is based on objectifiable criteria and is communicated in writing.

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



### **3 Contents, structure and didactical concept of the programme**

#### **3.1 Contents**

The curriculum of the educational programme General and Strategic Management according to Federal state educational standards of higher professional education includes disciplines of scientific and professional character regarding various aspects of management as well as work practice.

The blocks contain basic courses, which follow the Russian national standards of management-programmes and variative (specialised) courses, that are defined by the KFU.

The curriculum overview is shown in the following illustration:

**Sample Curriculum Overview**  
Here: Master's proram "General and Strategic Management", 4 Semesters



FIBAA  
weight of  
exam  
related to  
final

Modul No.	Title of Module / Course Unit	Credit Points per Semester				Workload		Method of Teaching i.e. lecture course, seminar	Form and Duration of Examinations	
		1.	2.	3.	4.	Hours in Class	Hours Self-Study			
	<b>Example 1<sup>st</sup> Semester</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>210</b>	<b>870</b>			
<b>B1.</b>	<b>Subjects (modules)</b>	<b>22,5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>192</b>	<b>618</b>			<b>22,5/120</b>
<b>B1.B.</b>	<b>Basic part</b>	16	0	0	0	138	438			
B1.B.1	Modern strategic analysis	4				28	116	lecture course, seminars	examination	
B1.B.2	Organizational theory and behavior	3				28	80	lecture course, seminars	examination	
B1.B.3	Corporate finances	3				26	82	lecture course, seminars	examination	
B1.B.4	Managerial economics	3				28	80	lecture course, seminars	credit, term paper defence	
B1.B.5	Management research methods	3				28	80	lecture course, seminars	credit	
<b>B1.V.</b>	<b>Variative part</b>	<b>6,5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>180</b>			
<b>B1.V.OD</b>	<b>Compulsory subjects</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>126</b>			
B1.V.OD.2	Modern problems of management	4				18	126	lecture course, seminars	credit	
<b>B1.V.DV.1</b>	<b>Optional subjects (1 from 2)</b>	<b>2,5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>54</b>			
B1.V.DV.1.1	Professional foreign language							seminars	credit	
B1.V.DV.1.2	Foreign language for research							seminars	credit	
<b>B2.</b>	<b>Practice work</b>	<b>7,5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>252</b>			<b>7,5/120</b>
<b>B2.N</b>	<b>Research work</b>	<b>7,5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>252</b>			
B2.N.1	Research work	7,5				18	252	consultations with professors		
	<b>Example 2<sup>nd</sup> Semester</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>880</b>			
<b>B1.</b>	<b>Subjects (modules)</b>	<b>0</b>	<b>19,5</b>	<b>0</b>	<b>0</b>	<b>182</b>	<b>520</b>			<b>19,5/120</b>
<b>B1.B.</b>	<b>Basic part</b>	0	2	0	0	36	36			
B1.B.6	Academic writing (foreign language)		2			36	36	lecture course, seminars	credit	
<b>B1.V.</b>	<b>Variative part</b>	<b>0</b>	<b>17,5</b>	<b>0</b>	<b>0</b>	<b>146</b>	<b>484</b>			
<b>B1.V.OD</b>	<b>Compulsory subjects</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>96</b>	<b>372</b>			
B1.V.OD.4	Corporate development and management of changes		5			38	142	lecture course, seminars	examination	
B1.V.OD.7	Human capital management		4			24	120	lecture course, seminars	examination	
B1.V.OD.8	Strategic marketing		4			34	110	lecture course, seminars	credit	

Modul No.	Title of Module / Course Unit	Credit Points per Semester				Workload		Method of Teaching	Form and Duration of Examinations	weight of exam related to final
		1.	2.	3.	4.	Hours in Class	Hours Self-Study	i.e. lecture course, seminar		
B1.V.DV.1	<b>Optional subjects (1 from 2)</b>	0	1,5	0	0	32	22			
B1.V.DV.1.1	Professional foreign language							seminars	credit	
B1.V.DV.1.2	Foreign language for research							seminars	credit	
B1.V.DV.2	<b>Optional subjects (1 from 2)</b>	0	3	0	0	18	90			
B1.V.DV.2.1	State regulation of development of small and medium-sized businesses in a transition economy environment							lecture course, seminars	examination	
B1.V.DV.2.2	Development and implementation of innovative projects							lecture course, seminars	examination	
<b>B2.</b>	<b>Practice work</b>	<b>0</b>	<b>10,5</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>360</b>			<b>10,5/120</b>
<b>B2.U</b>	<b>Educational practice</b>	0	3	0	0	0	108			
B2.U.1	Educational practice, 2 weeks		3				108		carrying-out of plan, preparation and presentation of report - 2 hours, зачет	
<b>B2.N</b>	<b>Research work</b>	0	7,5	0	0	18	252			
B2.N.1	Research work		7,5			18	252	consultations with professors	credit	
	<b>Example 3<sup>rd</sup> Semester</b>	<b>0</b>	<b>0</b>	<b>30,5</b>	<b>0</b>	<b>240</b>	<b>858</b>			
<b>B1.</b>	<b>Subjects (modules)</b>	<b>0</b>	<b>0</b>	<b>23,5</b>	<b>0</b>	<b>222</b>	<b>624</b>			<b>23,5/120</b>
<b>B1.V.</b>	<b>Variative part</b>	0	0	23,5	0	222	624			
<b>B1.V.OD</b>	<b>Compulsory subjects</b>	0	0	13	0	140	328			
B1.V.OD.1	Corporate strategies: development and implementation			2		24	48	lecture course, seminars	credit	
B1.V.OD.3	Management strategies			2		24	48	lecture course, seminars	credit	
B1.V.OD.5	International economic law			2		24	48	lecture course, seminars	credit	
B1.V.OD.6	International trade			2		22	50	lecture course, seminars	credit	
B1.V.OD.9	Innovation management			2		24	48	lecture course, laboratory works, seminars	credit	
B1.V.OD.10	Social transformation and social problems			3		22	86	lecture course, seminars	examination	
B1.V.DV.1	<b>Optional subjects (1 from 2)</b>	0	0	0,5	0	10	8			
B1.V.DV.1.1	Professional foreign language							seminars	credit	
B1.V.DV.1.2	Foreign language for research							seminars	credit	
B1.V.DV.3	<b>Optional subjects (1 from 2)</b>	0	0	3	0	18	90			
B1.V.DV.3.1	Ethical management and social responsibility in business							lecture course, seminars	examination	
B1.V.DV.3.2	Information resources and technologies in management							lecture course, seminars	examination	

Modul No.	Title of Module / Course Unit	Credit Points per Semester				Workload		Method of Teaching	Form and Duration of Examinations	weight of exam related to final
		1.	2.	3.	4.	Hours in Class	Hours Self-Study	i.e. lecture course, seminar		
B1.V.DV.4	<b>Optional subjects (1 from 2)</b>	0	0	3	0	18	90			
B1.V.DV.4.1	Consumer behavior. Advanced level							lecture course, seminars	credit	
B1.V.DV.4.2	Quality management and international standards							lecture course, seminars	credit	
B1.V.DV.5	<b>Optional subjects (1 from 2)</b>	0	0	2	0	18	54			
B1.V.DV.5.1	Ecological, social and economic measures for the sustainable development of countries with transition economy							lecture course, seminars	credit	
B1.V.DV.5.2	Competitiveness management							lecture course, seminars	credit	
B1.V.DV.6	<b>Optional subjects (1 from 2)</b>	0	0	2	0	18	54			
B1.V.DV.6.1	Political management							lecture course, seminars	credit	
B1.V.DV.6.2	Theory and practice of management consulting							lecture course, seminars	credit	
<b>B2.</b>	<b>Practice work</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>18</b>	<b>234</b>			<b>7/120</b>
<b>B2.N</b>	<b>Research work</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>18</b>	<b>234</b>			
B2.N.1	Research work			7		18	234	consultations with professors		
<b>FTD</b>	<b>Facultatives</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>16</b>	<b>20</b>			<b>1/120</b>
FTD.1	Russian as a foreign language			1		16	20	seminars	credit	
	<b>Example 4<sup>th</sup> Semester</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,5</b>	<b>261</b>	<b>835</b>			
<b>B1.</b>	<b>Subjects (modules)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,5</b>	<b>30</b>	<b>126</b>			<b>3,5/120</b>
<b>B1.V.</b>	<b>Variative part</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,5</b>	<b>30</b>	<b>126</b>			
B1.V.DV.1	<b>Optional subjects (1 from 2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,5</b>	<b>30</b>	<b>126</b>			
B1.V.DV.1.1	Professional foreign language							seminars	examination	
B1.V.DV.1.2	Foreign language for research							seminars	examination	
<b>B2.</b>	<b>Practice work</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>231</b>	<b>385</b>			<b>17/120</b>
<b>B2.N</b>	<b>Research work</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>385</b>			
B2.N.1	Research work				11	11	385	consultations with professors	credit	
<b>B2.P</b>	<b>Work practice</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>220</b>	<b>0</b>			
B2.P.1	Pregraduation practice				6	220		lecture course, seminars	credit	
<b>M2.D</b>	<b>Thesis</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>108</b>		thesis defence	<b>17/120</b>
<b>B3</b>	<b>State Examination</b>				<b>6</b>		<b>216</b>		oral examination	<b>6/120</b>
<b>total</b>		<b>30</b>	<b>30</b>	<b>30,5</b>	<b>29,5</b>	<b>911</b>	<b>3443</b>			

The name of the master programme General and Strategic Management includes main disciplines, that according to the curriculum have the most academic hours and are aimed at preparing a specialist in the sphere of general and strategic management (“Administrative strategies”, “Modern strategic analyses”, “Corporate strategies: development and implementation”, “Current management issues” etc.)

KFU emphasises the qualification title “master” corresponds to the programme’s content determined by the state requirements and is equivalent to titles used abroad.

According to KFU a connection between theoretical knowledge and its practical use is established in the course of carrying out research work in the field of management and via the mandatory four-week internship. The main goals of the research work and the internship are:

- to get acquainted with branch and regional peculiarities of conducting business by an organisation or company, (e.g. status and market competitiveness, legal and regulatory entitlement, aspect of taxation)
- to study the structure of conducting businesses (e.g. to find out strong and weak points, potential managing faults, to provide an assessment to the operating efficiency, to discover peculiarities of corporate management)
- to analyse events in the company in terms of the basic strategy of the main discipline and to pose detected economic faults in the context of modern management concept (management focused on the cost, corporate management, marketing management);
- to find out capacities and objective need in applying solutions provided in the master thesis in company’s activity;
- to prove suggestions for raising management efficiency (financial, structuring), to provide a predictive evaluation of the effectiveness of suggested developments subject to possible negative results and risks;
- to summarise the results of research in the form of a scientific paper.

As KFU describes, there are economists, lawyers, ecologists, sociologists, political scientists and others who participate in the development of the programme’s educational content which leads to an interdisciplinary approach. Interdisciplinarity is delivered in modules such as Research Work. The field is derived from sciences such as mathematics and computer technology. Students receive knowledge regarding the nature of information, its different formats and existing types of analysis. Also legal, social and economic aspects are, among others, elements of the curriculum and supposed to teach students how to handle questions and problems out of different perspectives.

Ethical aspects can be found in the module “Ethical management and social responsibility in business” and leadership issues are addressed in such modules as “Human capital management”, “Competitive Management” and “Modern problems of management”.

According to KFU great importance is given to the training of methodological competences. The curriculum includes the module Academic writing to ensure that the students are empowered to conduct academic work. They form skills of understanding, systematising, and making comparative analysis of materials from specialised sources. Semester one till three contain a research part where students do research work and prepare their Master thesis. In the fourth semester, the thesis needs to be finished and defended. The volume of the thesis must be at least 70-75 pages (excluding annexes). Besides writing the Master thesis, the students have to pass the state examinations.

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. The final thesis is supposed to reveal the master student's ability

- to choose and use legislative acts and regulations, references (including periodicals);
- to classify, solidify knowledge, and improve theoretical knowledge and practical skills on the chosen educational programme;
- to apply the gained knowledge to solve specific theoretical and practical objectives;
- to develop special skills independent work;
- to apply techniques of research and experiment;
- to generalise, to make conclusions, to develop practical recommendations in the field of research area.

## Appraisal:

The curriculum adequately reflects the qualification objectives of the study programme. The contents of the compulsory subjects are well-balanced, logically connected and oriented towards the intended learning outcomes. In view of the panel they cover the essential competencies. The optional subjects enable students to acquire additional competences and skills in accordance with their own interests.

The programme's content with its focus on general and strategic management is reflected in the programme description. Furthermore, in the view of the panel the Master degree corresponds adequately to the academic level of the programme.

Theory and practice are sufficiently combined throughout the curriculum via the research work, where theoretical questions are geared towards application fields to promote employability on the programme. The included internship is envisaged to link theory and practice as well.

Both, the optional subjects and several of the compulsory subjects give evidence that the programme promotes interdisciplinary thinking and ethical implications are appropriately communicated.

Finally, the programme ensures that graduates have methodological competence. The panel appreciates the systematic approach of delivering the needed skills for research work and the final Thesis during the entire study programme. Methodological competence 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.

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

## 3.2 Structure

Projected study time	2 years
Number of Credit Points (CP)	120
Workload per CP	36 academic hours (27 time hours)
Number of modules	28
Time required for processing the final thesis and awarded CP	6 CP (the thesis has to be finished until the end of the fourth semester, but the preparation already begins during the previous semester, see chapter 3.1)

The programme provides a two-year education with a total of 120 ECTS-Points. One academic year is credited with 60 ECTS-points whereby in one semester 29.5 - 30.5 ECTS-Points can be achieved. Each credit is based on a notional 36 academic hours (27 time hours) of student study time.

The programme consists of three parts:

- Compulsory modules (48 CP) and electives (21 CP);
- Educational practice, work practice and research activities (45 CP);
- Final state examination including state exams, preparatory work and master thesis (6 CP).

Regarding the application of the European Credit Transfer and Accumulation System (ECTS), KFU states to have implemented modules and to have assigned credit point to each module depending on its workload.

All modules have been described in module syllabi enclosing learning outcomes and acquired competencies of the subject, contents, examination forms, and a list of obligatory and recommended literature. The mastering of each specific course is usually terminated by an examination.

KFU has study and examination regulations for all study programmes, which are based on ministerial regulations. As the texts are issued by the ministry, they are legally checked. Recognition of studies at other Russian higher education institutions is assured, as basically all of them use the ministerial guidelines as a basis for the design of their curricula.

Requirements for the structure of the programme are defined in the following documents:

- Federal state educational standards of higher professional education in the direction of preparation 080200 Management (Qualification (degree) "Master")
- Programme of final state examination, area of training, 38.42.02 management, Master's program "General and Strategic Management"
- Regulations on the practice
- Regulations on organisation of formative and midterm assessment

These documents contain inter alia information regarding title, length of the study programme, allocated credit points, structure, targeted vocational field, objectives, internships and the procedure of state examination.

According to Federal state educational standards of higher professional education the maximum workload of students may not exceed 54 hours per week, including all kinds of classroom and extracurricular (independent) training activities for the development of the main educational programme and elective courses. The maximum amount of classroom training sessions per week during the development of the main educational programme in full-time education is 16 academic hours. KFU states that the workload is calculated in accordance with

the above stated law and averages 34.3 hours a week and 282 hours a year of classroom load.

KFU outlines the necessity to attain equal rights for both women and men, to overcome all forms of gender discrimination, to create political and social environment in order to enhance individual fulfilment of women's and men's natural abilities in all spheres of labour, social and personal life. Therefore it houses a non-governmental organisation "Women's Leagues of the University". The League is a moving power for developing corporate culture of the University, it is an exciting form of communication, cooperation and association of all subdivisions, institutions and departments of KFU. Actually the amount of female students exceeds the amount of male students since the beginning of the programme.

Social aid for students is under the regulation of the following acts and laws:

- Order of assignment and payment of financial support and social assistance to the students of the Federal State Autonomous Educational Institution of Higher Professional Learning "Kazan (Volga Region) Federal University",
- Federal Law № 159-Ф3 dated 21.12.1996 "On additional guarantees for the social support of orphans and children let without parental care".
- Order on setting payment types and its scale to orphans and children let without parental care in the year 2013.

Furthermore KFU provides special conditions for students with disabilities, including individual plans of studies and individual formats of examinations and particular assistance by individual "tutors".

## Appraisal:

The programme consists of modules and assigns ECTS-Points per module on the basis of the necessary student workload. The programme structure with its uniform distribution of ECTS-Points over the four semesters helps students to reach the defined learning outcomes. The study programme is designed in a way that a mobility window for students is ensured. Two practical components are part of the programme and integrated in such a way that ECTS-Points can be acquired. The syllabi provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide. Comparing the English module descriptions provided as part of the self-documentation and the Russian syllabi checked during the sight visit the panel could assure itself that all the relevant information for the students in regard to the modules is documented.

The provided study and examination regulations properly take into account all necessary rules and national requirements. The panel also learnt that students have the possibility to apply for recognition of study periods abroad at KFU. However, it could not find any reference to the principles stated in the Lisbon Recognition Convention in the examination regulations. The panel got the impression that recognition of study periods abroad is not problematic for students, as they are even encouraged to take part in exchange programmes as part of the University's internationalisation strategy. However, it is not documented and therefore not transparent to students. Therefore, the panel recommends to grant accreditation under the following **condition**:

- The principles of the Lisbon Recognition Convention – general recognition of study periods abroad if no substantial differences can be proven by the institution – are implemented in the study and examination regulations.

Due to the fact that in the Russian higher education system a final overall grade is not intended, a relative grading according ECTS is not possible.

The workload is equally spread among the semesters and the panel considers the number and frequency of examinations as adequate and appreciates the support services as well as academic and general student counselling. Also after a result of the conversations the panel got the impression that the workload is feasible. In regard to the calculation of the workload



related to the modules, the adaptation and the missing questionnaires to scrutinize the workload see chapter 5.1.

KFU ensures gender equality and non-discrimination. Students with special needs are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances receive financial aid.

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

### 3.3 Didactical concept

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. Before the beginning of the course the student gets acquainted with the structure of the discipline based on the programme, and also with sequence of studying of subjects and their volume. Each subject contains lecture material, the list of references for independent studying, questions and tasks for preparation for a seminar and/or practical training, and also materials for independent work. Lecture material and the relevant literature regarding corresponding to the subject is necessary to study before the class as lecture in audience assumes disclosure of problematic issues of the considered subject, and not the contents of lecture material. Thus, to understand the lecture material, it is necessary to get basic knowledge of the subject contained in the lecture material.

The seminar is a class exercise which helps to control the knowledge of student which he gained independently. In this regard a seminar begins either with oral poll or with a test which can be related to lecture material, to literature references or to tasks for independent work.

During the progress of the programme the class hours are reduced while the independent work increases. The main types of independent work are: working on lecture material with the help of recommended literature; preparation for seminars and practice; doing homework; writing of papers, essay and other written works; preparation for various planned tests; preparation for a research seminar; group and individual consultations; performance of term papers and final graduation theses.

The following methods of active training are used in class: discussions, role-plays, debates and business games. Often used are also case studies as a training which is based on the analysis, decision and discussion of real and simulated situations.

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 available in required quantity. The materials contain among others textbooks, manuals, lecture notes, guidelines and recommendations for practical training, course works, rules of written works, etc.

Additionally to the regular study programme, guest lecturers teach on a regular basis in the programme. For instance there are guest lecturers from HEIs in Germany, Italy and USA as

well as guest lecturers from a variety of companies in Tartastan. Extracurricular the students can attend further meetings with representatives of Russian and foreign scientists, non-governmental organisations as well as workshops of experts and specialists.

The educational practice, which is an obligatory part of the curriculum, enables students to participate in the teaching and scientific work of the University, which is a part of strategy of students' support, helps to develop their professional and communication skills. The goal of educational practice is to consolidate and deepen the theoretical training of a student of the master programme, and help him to acquire the practical skills and competencies in the area of teaching activities, particularly in the use of modern methods and techniques of teaching the management disciplines, developing of work programmes and methodological support for teaching the management disciplines. The educational practice includes the following steps: development of an individual programme of scientific and teaching practice with the supervisor; preparation of lecture and seminar plans by the students of master programme; discussion of lecture and seminar plans with the supervisor; arrangement of lecture by the students of master programme; arrangement of seminar according to the chosen discipline and topic; analysis of the effected work and preparation of report on the scientific teaching practice.

### Appraisal:

The didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. It allows the application of different teaching and learning methods, such as, for instance, case studies, role-plays and business games.

The accompanying course materials could be inspected on-site. They are oriented towards the intended learning outcomes, correspond to the required qualification level, up to date and available for the students. Furthermore, they are user-friendly and encourage students to engage in further independent studies.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work. The panel encourages KFU to consider to bring in more guest lecturers with an international background to give lecturers in English in order to promote the internationality of the programme.

The panel would like to highlight the obligatory educational practice because students on both sides (lecturing and attending lectures) benefit from it. Lecturing tutors contribute significantly to the students' learning process and are thus systematically integrated into the teaching activities.

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

### 3.4 Internationality

In terms of internationality, KFU claims the curriculum to combine local and global focus. Examples of such courses are "International economic law" and "International trade. In addition, students can chose the course "Quality management and international standards" as an elective. According to KFU throughout all of the courses explanations are given in an

international context. Moreover KFU has partnerships with more than 120 higher education institutions of various countries. For students participating in the double degree programme in cooperation with the University of Gießen learning is carried out during the third semester in Gießen (Germany). For participation in the double degree programme it is necessary to pass the competitive selection (interview) organised by the University of Gießen. Those students who finished successfully two semester of the programme "General and Strategic Management" and have a high level of knowledge of English can participate in a competitive selection. Following the results of interview, two students get an opportunity of study the University of Gießen.

Because of the double degree programme annually students from Germany study during the third semester of the programme at KFU. According to KFU this provides the international composition of student's community since the students of University of Gießen come from different countries (Hungary, Albania, Ethiopia, Pakistan, Mexico, etc.).

The composition of KFU's teaching staff is not international and only few teachers have international academic and professional experience. But the institute of management, economics and finance invites professors from foreign higher education institutions for carrying out of studies, scientific and practical seminars, reading of open lectures. For instance in the academic year 2013/14 the students of the programme attended lectures of three invited professors.

The second year is entirely taught in English. Part of students within the double degree programme study the third semester at the University of Gießen where the modules are also taught in English. The module "Academic writing" in the second semester is taught in English as well. Furthermore KFU offers the option to choose between the elective "professional foreign language" and "foreign language for research" which takes place in all for semesters. In addition, the Thesis can be written in English.

## Appraisal:

The international and intercultural aspects of the curriculum are in line with the international orientation of the programme. Though the panel recommends to further stress the international and in particular the intercultural aspects of the courses in the module descriptions, which are basically implemented.

Due to the students of the University of Gießen there is no pure national composition of the student body. This is a good basis, moreover, the panel recommends that the marketing strategy should be broadened in order to attract more foreign students not only from Germany but also from other countries.

The international composition of the teaching staff is mostly shown by the visiting professors. The CVs of the teaching staff of KFU show that only few have international experience. The panel therefore recommends to foster an international exchange of teachers in order to systematically raise their level of international experience. Also, invitations of international guest lectures from the cooperating companies could be enhanced.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme and are sufficient to promote the employability of graduates on a continuous basis.

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

### 3.5 Multidisciplinary competences and skills (Asterisk Criterion)

General skills dealing with ethical issues and related to management skills and concepts of leadership are an integrated part of the study programme. Ethical aspects can be found in “Ethical management and social responsibility in business” and leadership issues are addressed in “Human capital management” “Competitive Management” and “Modern problems of management”.

According to KFU the students improve their communication skills by working in group projects, preparing of presentations and analysing cases. This is especially promoted in “Modern strategic analysis”, “Corporate strategies: development and implementation”, “Innovative management” and “Corporate development and management of changes”.

#### Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module descriptions. The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured. This is supported by means of suitable didactical and methodological measures.

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

### 3.6 Skills for employment / Employability (Asterisk Criterion)

The overall aim of the programme is to facilitate graduate employability. It provides students with both general, transferable skills and specialist qualifications in the area of general and strategic management. As the KFU further points out, the programme is strongly related to its occupational field. High experienced lecturers and guest lecturers are involved in the programme. International and local companies are willing to hire KFU graduates thanks to their professional and soft skills qualities. The Master graduate is supposed to possess the following competences:

- general cultural competencies (ability to abstract thinking analysis, synthesis; willingness to act in unusual situations, bear the social and ethical responsibility for decisions; willingness to self-development, self-realisation, the use of creativity)
- professional competencies (willingness to oral and writing communication in Russian and foreign languages for solving the problems of professional activity; willingness to lead the team in their professional activities, to perceive tolerantly the social, ethnic, religious and cultural differences; ability to make an independent research, to prove the

relevance and practical significance of the chosen topic of research, ability to apply foreign languages as a means of professional communication)

- organisational and management competencies (ability to manage organisations, divisions, groups (teams) of employees, projects and networks; ability to develop the corporate strategy, organisational development programmes and changes and ensure their implementation; ability to use the modern methods of corporate finance management for solution strategic problems)
- analytical competencies (ability to use the quantitative and qualitative methods for applied research and business process management, prepare analytical materials based on results of their application; knowledge of economic and strategic analysis methods of behavior of economic agents and markets in a global environment; ability to use the modern methods of corporate finance management for solution strategic problems)
- research competencies (ability to summarise and critically evaluate the results of relevant management problems' researches of domestic and foreign researchers; ability to present the results of the research in the form of a scientific review, article or report; ability to prove the relevance, theoretical and practical significance of the chosen topic of research; ability to make an independent research in accordance with the developed programme)

The programme also enhances students' employability in an international context due to the international orientation and the acquired English skills. During the internship students demonstrate the ability to apply the theoretical knowledge into practice.

KFU monitors the professional and personal development of their students after graduation. KFU uses this data set to improve the programme. Future employers are another source of information. In periodic meetings with companies, the performance of the students and graduates is discussed and skills are identified in order to improve the student's employability.

## Appraisal:

The content of the programme, the reachable learning outcomes and the integration of theory and practice are such that the students achieve employability. In addition, the programme enables the students to actively apply the acquired skills in new areas of work and to develop them further. The programme is systematically oriented towards meeting the anticipated requirements of the dynamic job market and makes use of the results of graduate evaluations. Due to the close contact to companies and their involvement in the further development of the programme KFU can react to new demands at an early stage.

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

## 4 Academic environment and framework conditions

### 4.1 Faculty

There are 27 lecturers involved in the programme, the vast majority as full-time lecturers. Many of full-time professors also have practical experience of working in companies. All the professors have a PhD, relevant to the specialised taught discipline and are continuously improving their professional skills. The procedure of assignment to a position considers the strategic and professional requirements of KFU. When preparing the curriculum, the involvement of teachers in other education programmes and their teaching load are, due to information of KFU, taken into consideration.

In accordance with Russian legislation requirements, the professors involved in the educational process, must regularly (every three years) attend refresher training courses (the courses of the University as well as the courses of other universities, which is paid from KFU budget). About 50% of full-time department professors are annually improving their skills at the training courses, 27% once in two years and 23% once in three years (including the internship at foreign universities and the language trainings in the certified universities) and improve their skills both in research and teaching activities. KFU states, that in order to be able to offer the programme in future exclusively in English language, many lecturers take English lessons to improve their language skills.

17 of the lecturers involved in the programme have had leading positions in enterprises, organisations or administration. They share their practical experience in the classroom, to improve teaching effectiveness.

Internal cooperation is institutionalised through regular meetings of all the lectures involved in the programme conducted once per month considering educational and methodological issues. Also discussed are the development and implementation of the programme, coordination of modules and programme, the development and approval of curricula. In addition, the lecturers collaborate in joint teachings.

Twice a year at the end of the term the progress of the students is discussed at a meeting of the administrative department. The supervising of the general programme is carried out by the scientific supervisor of the programme. The guidance of individual part of the programme (thesis) is carried out by the scientific supervisor of the Thesis. The plan and the interim results of research are being discussed in the department of graduation, which is responsible for master training, within the research seminar with the participation of scientific supervisors. The seminar takes place at least 1 time per semester. For the organisation of research activities the department of graduation makes the timetable of information meetings and individual and group supervision sessions. The information meetings and supervision sessions in the timetable are created for intermediate and final control of research activities and are obligatory for all the students of the programme.

KFU has an open door policy, which means the students find all lecturers easily accessible during office hours on the days they are working. In addition, students can communicate with lecturers via e-mail about any issue. Furthermore, to improve the efficiency of educational work and its organisation, KFU uses tutors. The most important activities of the tutors are: adaptation of first year students to college and university life; solution of students' social problems and organisation of leisure; assistance in the formation of good relationship in the students' collectives, the environment of goodwill, solidarity and mutual support; the perception of idea of being involved into the single university community of teaching staff, united by a single organisational culture, system of beliefs and values.

### Appraisal:

The structure and number of teaching staff correspond with the requirements of the study programme. According to the CVs most of the lecturers have a business background and in part entrepreneurial experience of the teaching staff is in line with the requirements of the

programme. 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. Although the lecturers are not native speaker the level of English of those lecturers teaching in English is sufficient. As the panel has come to know, there is a regular obligation of the lecturers to take part in further educational and pedagogical trainings. The panel recommends, to continue with the offered English lessons to ensure that more lecturers will reach the language proficiency level to teach in English.

Internal collaboration and coordination to agree on the modules and overall is ensured systematically. The department regularly hosts joint events, in which all of KFU teaching staff involved in the programme participates. In addition, courses are conducted cooperatively.

As affirmed during the on-site visit by students, the counselling of students by teaching staff is intensive and the progress of the students closely monitored. 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. The panel appreciates the establishment of personal tutors. Altogether, the students have no serious complaints.

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

## 4.2 Programme management

The scientific supervisor of the programme 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 supervising all activities, approving curricula and syllabi, selecting teachers and coordinating their work. An executive programme manager is responsible so that the programme runs smoothly.

At KFU the responsibility for digitalisation and information support of main educational activities is taken by the Department of Information Support and Relations where qualified specialists build a system oriented towards complex digitalisation of all university's business processes – «Electronic University» information analysis system.

This system provides shared informational space for teachers, students, service representatives and presents a complex of interrelated and constantly developing modules. Eventually the system will cover all the aspects of life in the university. At the moment IAS consists of the following main modules:



- computerisation of education system's governance – ««I'll be a student» Socio-educational network», «Applicant», «Student» and «Postgraduate Study»;
- data support of the working process and research activities of an IAS user – «Staff member's account», «Student's account» and «Teacher's account»;
- computerisation of financial and economic processes of the university's livelihood – «Real Estate and Lease», «Shared Hostel» and «Development Program»;
- provision of up-to-date information about the university and of web-services to KFU working staff and students, integration with IAS modules – «KFU Portal»;
- support of delivering the departments with uninterrupted service of computers and software – «Operations Center (OCC)».

Currently there are more than 96000 registered users among those are administrative staff, academic staff, maintenance study personnel, students, school teachers and pupils whom the system will allow at any time, in any place where there is Internet, to use the sources of the university.

The administrative organisation of education process is provided by the Center Of The Magistracy in the Institute of Management, Economics and Finance at KFU.

The codification of rights, obligations and responsibilities among all the participants of the programme including Institute's administration, programme manager, administrator and Institute's staff, academic staff teaching the master programme and master students is conducted according to the regulatory document of the university.

Social assistance is provided by the Department for Youth Policy, Social Affairs and Development of Physical Culture and Sports Education.

The Department of Foreign Affairs helps students to organise their studies abroad respectively help the incomings to accustom at KFU.

Non-resident and foreign students live in a hostel of the University Village. The rooms of the campus are furnished modernly. The space and facilities surpass the minimum standards set for hostels at Russian higher education institutions. More than 6000 students live on KFU's campus.

A Coordination Council of non-governmental fraternities and unions was installed at the KFU in order to develop the system of student self-governance and increase the role of the student community in upgrading the higher professional education. The Council consists of the heads of the student unions (organisations, clubs, associations, movements, etc.) of the KFU.

## 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 panel recommends though to point out in an organigram who is the executive programme manager.

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 on other programmes. KFU offers continuous professional development for the administrative staff. The electronic service-support possibilities are used to the best possible extent and supplement the advice provided on a one-to-one basis, resulting in an overall quality of student and staff support that exceeds the quality requirements. The panel appreciates that students are involved in the processes through the Coordination Council.



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

### 4.3 Cooperation and partnerships

KFU's work on establishing contacts with Russian universities is in progress. Over the past year 12 cooperation agreements have been signed and 6 of them with federal universities. National conferences which involve scientists and professors of Russian universities are held on a regular basis. Meanwhile, professors of KFU frequently visit universities in other Russian regions in order to participate in conferences, read lectures and research works.

Furthermore, KFU Center of Magistracy works hard on strengthening international cooperation, by now the agreements are signed with Justus Liebig University Gießen (Germany), Wrocław University of Economics (Poland) and Lappeenranta University of Technology (Finland).

The faculty teaching in the programme "General and Strategic Management" has a wide range of opportunities to take part in the international academic mobility. Teachers participate in international conferences, summer schools and also undertake an internship at foreign universities, for example at University of Malta (Valetta, Malta), at Bahçeşehir University (Istanbul, Turkey), Morgan State University (Baltimore, USA), Petru Maior University (Targu Mures, Romania) and Justus Liebig University Gießen (Germany).

KFU is also visited by lecturers from other HEIs. For instance, in the academic year 2013/14 a professor of Catholic University of Leuven (Belgium), a professor of Leipzig University (Germany) and a professor of Parsons New School (USA) held guest lectures at the Institute of Management, Economics and Finance.

A special cooperation regarding a double degree programme has been established with the Justus Liebig University Gießen (Germany). The basis of the programme are the programmes "General and Strategic Management" at KFU and "Transition management" at JLU Gießen.

An agreement has been signed by both parties regulating the basis issues:

- The languages of the programme are Russian and English.
- The Duration of the programme is 2 academic years (4 semesters). The first, the second and the fourth semesters are spent at home university. The third semester is spend at the host university. After the enrollment of the students to the host university, their periods of studies at the home university are recognised by the host university. Studying during the third semester is carried out in English. In the fourth semester students prepare their master thesis, which should be written under the supervision of a professor from either KFU or JLU Gießen.
- The master thesis is defended in front of the examination committee at home or host university. The language of the master thesis and the oral report is English.
- Recognition of disciplines taught by the parties within the programme is implemented on the basis of "Correspondence of courses" agreement where the parties agree to mutually recognise the courses taught within the programme.
- Each party is willing to accept every year up to 5 students from the partner university. The number of exchange students shall be equal.
- Prior to the exchange period, participating students must have two complete semesters at their home university: Master degree of "General and Strategic Management" at KFU and "Transition Management" at JLU Gießen. Both universities agree to select qualified students who meet the language requirements of the respective department

of the host university (iBT TOEFL 80/IELTS 6). The sending university is responsible for selecting programme participants. At the same time the host university reserves the right for making the final admission decision.

- As a student of KFU or JLU Gießen respectively, the partner university refrains from verifying the student's original admission certificates.
- The host university doesn't charge the participants of the programme either application or tuition fees. If applicable, tuition fees are paid at the home university. Administrative fees, expenses for transport, residence, health insurance as well as other costs in accordance with the regulation of the host country shall be carried by the respective students. Both parties shall undertake to apply to national and international support programmes for funding of students mobility.
- On accomplishment of the programme the students receive the Russian diploma of Master's degree and the Master of Science of JLU Gießen.

To ensure and facilitate the measures of the cooperation agreement each HEI appointed an academic coordinator as a contact person. Twice a year a meeting between the two coordinators takes place. In an appendix to the agreement a mutually recognised curriculum is determined.

KFU established cooperations with various organisations and national as well as branches of international companies.

Cooperation with enterprises and organisations is strongly maintained and has constant influence on the programme such as follows:

- feedback and advice in order to align the programme with the requirements of the job market (round table);
- subject matter of seminars and practical classes in certain subjects;
- business cases;
- on-the-job training when undertaking an internship;
- employers' participation in the State Final Examination;
- guest lecturers;
- subject matter of term papers;
- subject matter of qualification thesis.

## Appraisal:

Cooperation with other HEIs with effects on the programme are actively pursued. The panel appreciates the current cooperations of KFU in this field, particularly the close cooperation to the Justus Liebig University Gießen which results in the exchange of lecturers and a double degree programme. The agreements forming the basis of the cooperation are documented and the HEI ensures that the quality standards are met. To further enhance the possibility of student exchanges the panel appreciates the recent efforts of KFU to intensify the contact to other universities as well.

The panel was impressed of the close cooperation with organisations and especially the number of big national and international enterprises and their intensive involvement in the programme. The Cooperation is actively promoted by organising joint meetings, in order to discuss the further development of the programme. Such cooperation has a formative impact on the contents of the programme and on the profile of the graduates. By means of specific measures (e.g. providing internships, guest lecturers etc.), they significantly contribute to the development of qualifications and skills and to the quality of the final theses.

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

## 4.4 Facilities and equipment

The Institute of Management, Economics and Finance is equipped with classrooms, computer classes with multimedia facilities, language laboratories and an auditorium. Many classrooms are equipped with multimedia facilities (projectors, whiteboards, multimedia devices). Several computer rooms can be used for classes and are available for the students outside the class hours. The buildings are equipped with elevators. Therefore, the study rooms can be reached sufficiently without barrier.

The library of KFU (Lobachevsky research library) provides students, postgraduates, faculty and other reader categories with complex, quick library and bibliographic services in accordance with their requests based on the public access to both book and electronic collections.

The library contains almost 6 million books and ranks among the biggest libraries of Russia. The electronic catalogue contains more than 1200000 entries. Thereupon, one can make a remote booking of books stored at the book depository of the new building of the library. With the help of the website it's possible to work with the central electronic catalogue of 15 main libraries of Kazan.

The total area of the library is 15.000 square meter including 10 functional departments; 12 reading rooms, 3 computer classes; academic-bibliographical department; department of manuscripts and rare books, etc. There are 90 computers, 9 scanners, 10 copying machines and 44 printers.

KFU students and teachers are provided with the access to in the Internet (wireless) and online access to databases and internal collections of the library. The opening hours of the library are Monday to Friday from 9 a.m. to 7 p.m. and Saturdays from 9 a.m. to 5 p.m.

### Appraisal:

The quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students with special needs and give them barrier-free access. Group rooms are available on demand, which the panel considers as sufficient since there are group rooms at the University Village available.

Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date. Access to relevant digital media is available from the students' home. The panel encourages KFU nevertheless to expand the opening time of the library.

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

## 4.5 Additional services

The Career Development department of KFU organises various events (the career day, presentations, lectures, employment fairs, employer forums).

There is an annual Round Table with the universities of Tatarstan titled «Experience exchange and prospects of cooperation system development in employing graduates», where such issues as the following are discussed:

- Cooperation with employers. Engagement of employers in the process of study.
- Employment of graduates according to their major. Issues and prospects.
- Organisation and hosting of joint events (business games, employment fairs etc.).

Furthermore there is a database created for students collecting job vacancies.

The Kazan Federal University graduate association was founded in October 1998 as 'Graduates of the Kazan University Non-Commercial Organisation' of Tatarstan. In addition, a website was created. At this moment the association counts more than 4500 people and unites graduates living in 61 countries. The branches of the association are located in 27 regions of Tatarstan, 17 regions of Russia and also in countries near and far abroad (Kazakhstan, Ukraine, Cuba).

On the Association website there is a project named "the Meeting Place is a Frying Pan", where one can find information about anniversary encounters of KFU graduates and other information. Every student can post information about his employment, career achievements and plans. (Login and password for entering own web-pages will remain for graduates even after graduation).

### Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. KFU provides sufficient resources. Besides organising events to inform students about career possibilities, the Career Development department also keeps students and alumni updated on vacancies offered by employers.

An alumni organisation has been set with the aim of developing an alumni network. On KFU's website the alumni can find relevant information regarding meetings and can post information.

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

#### 4.6 Financing of the study programme (Asterisk Criterion)

KFU is state-funded. According to the Order of Ministry of Education and Science of the Russian Federation effective from April 29th of 2014 № 420, the financing of the programme includes salary, other payments, communication services, transportation services, utilities services, rental for the use of property, services for upkeeping property, other services etc.. The student body of KFU is formed through the budgetary funding, placement of the state as well as tuition fees from applicants' own funds. Thus, those applicants who have not passed or participated in the selection for budget places can apply for programme places on a commercial basis. They sign a contract with the University taking the responsibility to pay tuition fees.

#### Appraisal:

KFU is financed at the expense of the federal budget of the Russian Federation. The system of tuition fees and educational grants ensures that the University receives resources on the basis of student numbers and can thus always finance its teaching activities. Hence, 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 each current programme cycle and the entire accreditation period.

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

## 5 Quality assurance and documentation

As stated in the 'Quality objectives of the Federal State Autonomous educational institution of higher professional education Kazan (Volga region) Federal University for 2013-2015' (published on the website KFU) the University's policy in quality is:

- continuous improvement of educational activities based on the new results of basic and applied research on promising directions of development of science and technology with the rapidly changing needs of the labour market;
- expanding the scope and increasing research and innovation activities of the University, as a basis for attracting additional resources, raising the qualifications and improving practical skills of employees and providing a basis for the educational process and training of highly qualified personnel;
- employees' involvement in the implementation of strategic and tactical goals of the university;
- establishing a system of continuous professional education in the field of quality management for all university employees, raising the qualifications and improving practical skills of employees and providing a basis for the educational process and training of highly qualified personnel;
- continuous improvement of quality of logistical and educational support of the educational process, the introduction of modern learning technologies;
- improvement of the system of material and financial support of the social protection of students and university staff.

Processes and activities of QS of the university include:

- The activities of management in the QS of the university: development of the strategy, policy and quality; planning and development of the QS of the university; allocation of the responsibilities and powers; informing the public.
- The basic processes of scientific and educational activities of the University: marketing; design, development and implementation of main educational programmes; pre-university preparation of students; acceptance of students; educational and extracurricular activities with students; design and implementation of programmes of additional education; training of highly qualified personnel; research and innovation; international activities.
- Providing processes of the university: personnel management; management of resources (infrastructure, educational and working environment); publishing activities; library and information services; management information environment; procurement management; life safety; social support for staff and students.
- Measurement, analysis and improvement within the core and providing processes, monitoring, measurement and analysis of processes; management of non-conformities; process improvement; management of documents, data and records.

The Department of Education Quality Monitoring organises and carries out activities that provide quality and content development. Basic procedures of the organisation's functioning of the quality management system are designed, documented and implemented. The following documents are developed: Regulations governing educational activities at the university (Regulation on functioning of the KFU score-rating system, the Rules of drawing up teaching materials of KFU, the Rules of development and approval of the curriculum of the discipline (course) in the KFU, the Rules of the final state examination of the KFU, the Rules of monitoring the work of students in the KFU etc.)

To study the quality of the teaching and to identify the students' opinions about the professors at KFU the questionnaire "Teaching staff in eyes of students" was developed. The questioning of students is carried out regularly once per semester after completion of the course and the exams to obtain more reliable data. It is conducted in a computer lab of Educational



Department according to a predetermined schedule with the help of an information-analytical system called "Electronic University". The results are processed automatically.

There is another student's questionnaire which concerns the programme itself and investigates the satisfaction with the structure, content, teaching material, schedule, infrastructure etc.. A survey regarding the quality and workload of the particular modules is not conducted.

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

- general meetings of all the lectures involved in the programme (once per month);
- meetings with the administrative department (twice a year);
- individual reports, comments, complaints and suggestions to the scientific supervisor of the programme.

In addition, a questionnaire for self-assessment of the faculties / institutes and departments of the Kazan Federal University is developed. Annual self-assessment is planned for departments and faculties of the University and a comparison of divisions' achievements.

KFU states, that the University participates in a lot of ratings to get an exterior view. Furthermore, twice a year a round table with employers takes place at the Institute of Management, Economics and Finance. The feedback provided by employers is used to identify course needs and to take appropriate steps to align the programme with the requirements of the job market.

Through the alumni activities and the contact to former graduates KFU obtains information regarding the development of their careers, but there is no questionnaire implemented to receive feedback regarding the content of the programme in retrospective.

Requirements concerning the structure and the content of the programme 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.

Information about the activities within the programme during the academic year is presented in an annual report. This report provides among others general information about the work of the professors, the educational activities of the Institute of Management, Economics and Finance and the employees' reports on the scientific and educational activities for the term and a plan of scientific and methodological support.

## Appraisal:

KFU has formulated quality targets for the development of programmes and regularly assess their implementation. The system of quality assurance and development is designed comprehensively so that continuous quality improvement of the institution and its departments can be assured. Responsibilities are clearly defined. Nevertheless, the panel encourages KFU to provide an organisational chart to make the responsibilities more transparent to third parties. A procedure, which systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes and outcomes has been set up. It takes into account the evaluation results and the analysis of success rate and graduate employment. Though the panel misses an evaluation of the workload. According to the ECTS User's Guide the workload needs to be evaluated and the estimation of the workload (including self-study time) should be regularly refined through monitoring and student feedback. The panel recommends the following **condition**:

KFU proves that the workload of the modules is regularly evaluated, follow-up measures are documented and the number of allocated credit points, if necessary, are adapted.

Teaching staff and students are involved in the quality assurance and development procedures. There are a number of evaluation procedures, like the survey regarding the performance of the lecturers and regarding the overall satisfaction with the programme. Hence, there is no module specific survey, the panel recommends to conduct one. Also, the panel encourages KFU to communicate the results of the evaluations to the students to create an awareness for the impact the evaluations have and the consequences that follow.

Alumni and employers are involved in the quality circle as well. The panel recommends to conduct surveys in order to get more detailed results from the alumni regarding the outcomes of the programme.

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. With regard to the English version of the programme's website, the panel recommends to publish soon all additional information that is not yet available to attract foreign students.

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

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



# Quality profile

HEI: Kazan Federal University

Master programme: General and Strategic Management

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

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

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