



**Assessment Guide for the Accreditation of**

**Bachelor and Master Programmes**

**by FIBAA**

Warna biru merupakan rambu-rambu (hint) untuk menjawab / indikator memenuhi kriteria FIBAA

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**General Information on the study programme**

Please provide the following information on the study programme:

|  |  |
| --- | --- |
| **Higher education institution (HEI)** |  |
| **Degree awarding institution(s) (if relevant):** |  |
| **Programme name (English and original lan- guage):** |  |
| **Degree title awarded:** |  |
| **Type of programme:** | **bachelor programme****master programme** |
| **Projected study time and number of ECTS credits / national credits assigned to the study programme:** |  |
| **Mode of study:** | * **full-time**
* **part-time**
 |
| **Didactic approach:** | * **study programme with obligatory class attendance**
* **blended-learning study programme**
* **distance learning/eLearning study programme**
 |
| **Double/Joint Degree programme:** | * **yes, with:**
* **no**
* **optional**
 |
| **Capacity Load (maximum number of study places per cohort):** |  |
| **Programme cycle starts in:** | * **winter semester**
* **summer semester**
* **both winter and summer semester**
* **other start date: …**
 |
| **Initial start of the programme:** |  |
| **Type of accreditation:** | * **concept accreditation1**
* **initial accreditation2**
* **re-accreditation3**
 |
| **For re-accreditation: last accreditation pe- riod** |  |

1 A concept accreditation applies if the concept of a study programme is supplied but the progamme has not yet started.

2 Initial accreditation applies if a study programme is running but is not accredited yet.

3 Re-Accreditation applies if the programme is currently accredited.

Guidelines for site visits

FIBAA is a European, internationally-oriented agency for quality assurance and quality devel- opment, implementing accreditation procedures at HEIs on the basis of internationally recog- nised quality criteria. The fundamental assessment criteria for this are based on the principles of the [Bologna Declaration](https://ec.europa.eu/education/policies/higher-education/bologna-process-and-european-higher-education-area_en) as they were laid down in 1999 and later modified. FIBAA conducts the accreditation process with a claim to providing high quality work, transparency, and support for sustainable quality development at HEIs.

The assessment guide defines, which quality requirements have to be met to incorporate FIBAA’s international guidelines:

1. [Standards and Guidelines for Quality Assurance in the European Higher Education](https://www.fibaa.org/fileadmin/files/folder/internationale_Beschluesse/revised_esg_2015_adopted.pdf) [Area,](https://www.fibaa.org/fileadmin/files/folder/internationale_Beschluesse/revised_esg_2015_adopted.pdf)
2. [EQUAL MBA Guidelines,](http://www.fibaa.org/fileadmin/files/folder/FIBAA-FBK-PROG/EQUAL-Guidelines_2014.pdf)
3. [ECTS Guidelines,](https://www.fibaa.org/fileadmin/files/folder/PROG/Handreichungen/ects-users-guide_en.pdf)
4. “[Dublin-Descriptors](http://www.fibaa.org/fileadmin/files/folder/FIBAA-FBK-PROG/dublin_descriptors.pdf)”,
5. [Convention on the Recognition of Qualifications concerning Higher Education in the](http://www.ehea.info/media.ehea.info/file/Lisbon_Recognition_Convention/04/5/Lisbon_Recognition_Convention_579045.pdf) [European Region (Lisbon Recognition Convention)](http://www.ehea.info/media.ehea.info/file/Lisbon_Recognition_Convention/04/5/Lisbon_Recognition_Convention_579045.pdf)
6. [Decisions by the FIBAA Accreditation and Certification Committee (F-ACC)](https://www.fibaa.org/en/accreditation-certification/procedures-at-programme-level/programme-accreditation-according-to-the-international-quality-standards-of-fibaa/)

The quality ratings define to what extent the FIBAA quality requirements have been met:

* Meets quality requirements
* Exceeds quality requirements
* Exceptional
* Does not meet quality requirements
* Not relevant

In the initial accreditation and re-accreditation of established programmes, the following as- pects must be given particular attention:

* evaluation of the programme’s success, using various means, including interviews with graduates and alumni-tracking studies,
* review of the calculations of the student workload in the individual modules/courses,
* assessment of evaluation results,
* analysis of the statistical data relating to enrolment rate, examination results, gradua- tion rate, first-year student count, and the percentage of foreign students.

As part of the re-accreditation procedure, the measures taken by the HEI in order to comply with the recommendations given in connection with the earlier accreditation must be reviewed together with all major changes concerning the study programme (i.e. changes to programme content, modularisation/ECTS, staff, equipment, cooperation agreements, etc.).

For a concept accreditation of a study programme too, the principle applies that it is to be assessed by the same criteria as an already established programme. Quality criteria which are essential for study programmes and marked (\*) as so-called asterisk criteria, must at least achieve the rating “Meets quality requirements”. If any of these criteria is not met, this will lead to the imposition of a respective condition upon the accreditation. Other quality criteria as- sessed with a “not met” have no such condition as consequence, but lead to a recommenda- tion, which does, however, not jeopardise the accreditation. The deadline for meeting condi- tions is usually nine months and can, in well-founded cases, be reduced or extended (once only and at the most by six months).

The FIBAA quality seal will be awarded if no more than seven asterisk criteria are not met and if, at the same time, criteria 1.1 and 3.1.1. are at least satisfied. If more than seven asterisk criteria have not been satisfied or/and the criterion 1.1. or/and 3.1.1. are not fulfilled, the ac- creditation will be refused, but can be applied for again after a waiting period of at least one year.

For established programmes, which have already graduated students and display a quality which far exceeds the FIBAA quality criteria, the FIBAA Premium Seal is awarded. This pro- vides reliable information about the outstanding quality of the study programme to potential students, current students, graduates, HEIs, and prospective employers.

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# GENERAL INFORMATION

### Institutional context

Please describe your institution and give a survey of the study programmes offered. Give an account of where the programme to be accredited fits in the range of programmes offered by the department or, respectively, the higher education institution.

### Further development of the programme and implementation of recommendations from previous accreditation (if relevant)

Please describe:

* + - for initial accreditation (if students already graduated) and re-accreditation:
			* the development of the programme, the changes which have had an effect on the programme (i.e. programme content, structure, staff etc.);
			* the statistical data concerning number of applicants, number of first-year stu- dents, percentage of foreign students, student success rate, average duration of study, and average final grade (see the FIBAA sample for this).
			* Please also present the results of evaluations and the measures taken as a consequence of the statistical data and evaluation results.
		- for re-accreditation additionally: measures to implement prior recommendations from the last FIBAA accreditation.

# OBJECTIVES

|  |
| --- |
| This chapter is about **why** your HEI has developed this particular study programme (fitness of purpose). |

## Objectives of the study programme (Asterisk Criterion)

Please list and justify the qualification objectives of the study programme and relate them to the aspired qualification, as well as to the requirements of the national qualification framework4.

|  |
| --- |
| Meets quality requirementsThe qualification objectives of the programme are explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the develop- ment of the individual student’s personality.The subject-specific and extra-curricular qualification objectives and skills to be acquired cor- respond with the aspired level at graduation. They take into account the requirements of the national qualification framework.Exceeds quality requirementsThe HEI systematically bases the qualification objectives of the programme on the specific requirements of the target group. The qualification objectives are documented in detail. They are constantly reviewed for their adequacy and up-to-dateness and are adapted accordingly. |

## International orientation of the study programme design (Asterisk Criteri- on)

Please describe the international orientation of the study programme concept and the selection of international aspects (note: the implementation of the programme concept is to be described in chapter 3.4).

|  |
| --- |
| Meets quality requirementsThe programme design appropriately takes into account the required international aspects, with respect, too, to its graduates’ employability.Exceeds quality requirementsOwing to the emphasis of the programme design on internationality in teaching and study (e.g. in terms of curricular contents, academic staff, practical experience abroad), the programme, by imparting knowledge with that goal in mind and developing the concomitant skills, enables graduates to competently handle international tasks. |

4 If no national qualification framework is available, the [QF-EHEA](http://www.ehea.info/page-qualification-frameworks) is to be applied.

## Positioning of the study programme

### Positioning of the study programme on the educational market

Please explain and motivate how you position this particular study programme on the educa- tional market (e.g. regionally/nationally/internationally).

|  |
| --- |
| Meets quality requirementsThe reasons given for the positioning in the educational market of this study programme are plausible.Exceeds quality requirementsThe HEI has thoroughly examined the educational market and used the results in establishing its own unique and competitive profile. |

### Positioning of the study programme on the job market for graduates („Em- ployability“)

Please elaborate in what way the programme’s qualification objectives enable the graduates to find employment (Note: The implementation is to be verified in 3.6**.**).

|  |
| --- |
| Meets quality requirementsThe arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plau- sibly set forth.Exceeds quality requirementsThe HEI has thoroughly analysed the job market for graduates and has comprehensively in- corporated the results in the study programme. |

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

Please explain how the programme is positioned within the HEI’s overall strategy.

|  |
| --- |
| Meets quality requirementsThe study programme is convincingly integrated into the HEI’s overall strategic concept. The study programme’s qualification goals are in line with the HEI’s mission and strategic planning.Exceeds quality requirementsThe study programme’s qualification goals constitute the core of the HEI’s or faculty’s strategy and are sustainably implemented. |

# ADMISSION

## Admission requirements (Asterisk Criterion)

Please specify where the admission requirements are defined, and motivate them.

|  |
| --- |
| Meets quality requirementsThe admission requirements are defined and comprehensible. The national requirements are presented and taken into account.Exceeds quality requirementsAdditionally, the admission requirements are oriented towards the strategic goals of the study programme. |

## Counselling for prospective students

Please describe the counselling services for applicants offered in the context of admission procedure.

|  |
| --- |
| Meets quality requirementsApplicants can directly turn to a student counselling service, or to whatever other helpdesk at the HEI, for clarification of specific questions, of personal aptitude, of career perspectives etc. Personal dialogue between applicants and the HEI is provided by defined office hours, by telephone and via e-mail.Exceeds quality requirementsThe HEI ensures a constant availability for prospective students and reacts quickly to in- coming enquiries. The counselling options are based on the target group’s needs. |

## Selection procedure (if relevant)

Please describe and motivate the selection procedure for this study programme.

|  |
| --- |
| Meets quality requirementsThe selection procedure is transparent and ensures that qualified students are admitted.Exceeds quality requirementsThe selection procedure was developed on the basis of the study programme’s objectives. The procedure is periodically reviewed for its effectiveness and adapted in accordance with the obtained results. |

## Professional experience (if relevant; Asterisk Criterion for master pro- grammes that require professional experience)

Please describe and state reasons for the professional experience required for this study pro- gramme.

|  |
| --- |
| Meets quality requirementsThe required professional experience must correspond to the defined qualification profile of entrants and the study programme’s objectives. Certified proof of this experience must be shown at the time of the admission.For an MBA programme, this translates into at least 2 years of professional experience after the first higher education qualification.For an Executive MBA programme, it means at least 7 years of professional experience after the first higher education qualification, with some at a leadership level.Exceeds quality requirementsThe quality and/or duration of the professional experience required is systematically derived from the study programme’s objectives. They go beyond the level normally required. |

## Ensuring foreign language proficiency (Asterisk Criterion)

Please describe, which measures are taken in order to ensure that students successfully com- plete courses taught in a foreign language.

|  |
| --- |
| Meets quality requirementsThe admission requirements (required language proficiency level or required result in a con- crete language test) or preparatory language courses ensure that students are able to suc- cessfully complete the study programme (courses, additional literature, utilisation of counsel- ling services and extracurricular activities).Exceeds quality requirementsn/a |

## Transparency and documentation of admission procedure and decision (Asterisk Criterion)

Please describe the way in which the admission procedure and admission decision are com- municated within the HEI and to the public.

|  |
| --- |
| Meets quality requirementsThe admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.Exceeds quality requirementsIn addition, the admission decision contains detailed information on the results of the admis- sion procedure. |

# CONTENTS, STRUCTURE AND DIDACTICAL CONCEPT OF THE PROGRAMME

|  |
| --- |
| This chapter is about **how** the study programme is implemented (fitness for purpose). |

## Contents

### Logic and conceptual coherence (Asterisk Criterion)

Please describe how the qualification objectives of the study programme are implemented in the curriculum.

|  |
| --- |
| Meets quality requirementsThe curriculum adequately reflects the qualification objectives of the study programme. The contents of the modules/courses are well-balanced, logically connected and oriented towards the intended learning outcomes. The areas of specialisation (compulsory electives) or optional electives enable students to acquire additional competences and skills.For master programme that require professional experience, the following applies additionally: The contents of the programme take into account the students’ prior professional experience and refer to it.For an MBA programme, the following applies additionally: The contents of the programme are in line with the EQUAL MBA Guidelines.Exceeds quality requirementsThe modules/courses consistently reflect the strategic orientation of the study programme. They clearly meet the requirements of the job market. Additional electives enhance the grad- uates’ employability. |

### Rationale for degree and programme name (Asterisk Criterion)

Please give the reasons for choosing the name of the study programme and the awarded degree.

|  |
| --- |
| Meets quality requirementsThe degree and programme name correspond to the contents of the curriculum and the pro- gramme objectives.Exceeds quality requirementsn/a |

### Integration of theory and practice (Asterisk Criterion)

Please describe how theoretical and practical contents are linked in the programme.

|  |
| --- |
| Meets quality requirementsTheoretical questions are, where possible, explained by means of practical examples.Exceeds quality requirementsTheory and practice are systematically interrelated throughout the curriculum. Theoretical dis- course and practical application complement each other in developing the students’ qualifica- tion profile. |

### Interdisciplinary thinking

Please describe how the students are qualified for interdisciplinary thinking. Please give spe- cific examples.

|  |
| --- |
| Meets quality requirementsThere is evidence that the programme qualifies for interdisciplinary thinking.Exceeds quality requirementsThe study programme puts an emphasis on preparing the students for an occupation requiring trans- or interdisciplinary knowledge. |

### Ethical aspects

Please describe how ethical aspects are communicated in the study programme.

|  |
| --- |
| Meets quality requirementsEthical implications (for example those of economical or juridical ways of thinking and acting) are appropriately communicated.Exceeds quality requirementsThe identification and reflection of ethical aspects are strongly promoted and considered key competences and build an integral part of the study programme’s qualification objectives. |

### Methods and scientific practice (Asterisk Criterion)

Please describe the way in which the study programme ensures the acquisition of methodo- logical competences and of the ability to do scientific work.

|  |
| --- |
| Meets quality requirementsStudents acquire methodological competences and are enabled to do scientific work on the required level.Exceeds quality requirementsMethodological competences and scientific practice are thoroughly trained. Students are equipped with the necessary skills for research-oriented work and for applying those skills in the respective vocational fields. |

### Examination and final thesis (Asterisk Criterion)

Please describe the type and level of examinations and the final thesis.

|  |
| --- |
| Meets quality requirementsAll exams, as they are defined for the modules/courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the de- sired qualification level. The exams are characterised by a wide variety of test formats.The final theses/projects are evaluated based on previously published and coherently applied criteria, rules, and procedures.The students prove, especially in their thesis/final project, their ability to do scientific work and the achievement of the study programme’s qualification objectives.Exceeds quality requirementsThe concrete test items are particularly suitable for ascertaining the defined learning outcomes. They also examine the students’ ability to deeply reflect on scientific problems and to apply scientific methods. Students are given feedback, which, if necessary, is linked to advice on the learning process. The final theses/projects comply with the standards for international publica- tions. |

## Structure

### Modular structure of the study programme (Asterisk Criterion)

Please provide an overview of the curriculum, which shows the structure of the programme:

|  |  |
| --- | --- |
| Projected study time |  |
| Number of credits (national credits and ECTS credits) |  |
| Workload per credit |  |
| Number of modules/courses |  |
| Time required for processing the final the- sis/project and awarded credits |  |
| Number of contact hours(For MBA programmes: Please describe in which way the substantial proportion of structured contact according to the EQUAL MBA Guidelines is ensured.) |  |

|  |
| --- |
| Meets quality requirementsThe programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of modules/courses and assigns credits per module/course on the basis of the necessary student workload. Prac- tical components, if existent, are designed and integrated in such a way that credits can be acquired. The module/course descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users’ Guide.For MBA programmes: Depending on the didactic approach, the programme includes a sub- stantial proportion of structured contact.Exceeds quality requirementsn/a |

### Study and exam regulations (Asterisk Criterion)

Please specify where the study and exam regulations are defined.

|  |
| --- |
| Meets quality requirementsThere are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study pro- gramme is designed so that students can study for a certain time at other HEIs or do intern- ships without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated in accordance with / analogous to the Lisbon Recognition Convention (if ratified by the country); the recognition of periods of practical work – insofar intended – is also clearly defined. The final grade is supplied with an ECTS grading table.Exceeds quality requirementsn/a |

### Feasibility of study workload (Asterisk Criterion)

Please describe how it is ensured that the study programme can be completed within the pro- jected overall study time.

(Some of the following indicators are also covered in other chapters. Regardless of their treat- ment under other assessment criteria, this chapter is concerned with them in the context of a thorough consideration of the feasibility of the study workload.)

|  |
| --- |
| Meets quality requirementsThe feasibility of the study programme’s workload is ensured by a suitable curriculum design, by a plausible calculation of workload, by an adequate number and frequency of examinations, by appropriate support services as well as academic and general student counselling.Addendum for initial accreditation (if the programme has already been completed once) and re-accreditation: when reviewing the workload, the HEI also takes into account evaluation find- ings, including student feedback and the programme’s success rate.Exceeds quality requirementsn/a |

### Equality of opportunity

Please describe how gender equality and equality of opportunity is ensured for the students enrolled in the programme.

|  |
| --- |
| Meets quality requirementsThe HEI ensures gender equality and non-discrimination. Students with disabilities are pro- vided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted.Exceeds quality requirementsThe measures taken are periodically reviewed and adapted in accordance with the obtained results. |

## Didactical concept

### Logic und plausibility of the didactical concept (Asterisk Criterion)

Please describe the didactical concept of the programme.

|  |
| --- |
| Meets quality requirementsThe didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning meth- ods, such as, for instance, case studies or practical projects. Students are encouraged to take an active role in creating the learning process.For blended-learning/distance learning study programmes, the following applies additionally: the methods are suited for distance learning. They include, for instance, independent work with the course materials, lectures, business games, and case studies. The selection and kind of the didactic materials (printed teaching material, textbooks, digital media) correspond to the study programme objectives.Exceeds quality requirementsAdditionally, the didactical methods are systematically derived from the study programme ob- jectives and are oriented towards the intended learning outcomes of each module/course, for instance by regularly using case studies and/or practical projects.For blended-learning/distance learning study programmes, the following applies additionally: the didactical approach is innovative and can stimulate the further development of distance learning. |

### Course materials (Asterisk Criterion)

Please describe the preparation and further development of the course materials.

|  |
| --- |
| Meets quality requirementsThe accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students. They are user-friendly and encourage students to engage in further independent studies.For blended-learning/distance learning study programmes, the following applies additionally: when compiling the course materials, the specific didactical requirements are taken into ac- count; they are well-designed and neatly reproduced.Exceeds quality requirementsIn addition, the course materials make the students familiar with different problem-solving ap- proaches from various scientific perspectives. Through interactive work with the materials, the students are enabled to develop their own theory-based problem solving strategy. The course materials are continuously further developed according to new didactical concepts.For blended-learning/distance learning study programmes, the following applies additionally: The course materials is systematically designed according to the didactical preferences of the students. |

### Guest lecturers

Please describe in which way guest lecturers contribute to the students’ learning process.

|  |
| --- |
| Meets quality requirementsGuest lecturers are invited and contribute to the students’ qualification process with their spe- cial experience, either from professional practice or scientific work, but also, for example, from culture and politics.Exceeds quality requirementsGuest lecturers are regularly invited, their contribution forms an integral part of the study pro- gramme’s didactical concept. They come from a variety of occupations, which enhances stu- dents’ chances of employment thanks to the profound insights they gain. |

### Lecturing tutors

Please describe in which way lecturing tutors or student assistants contribute to the students’ learning process.

|  |
| --- |
| Meets quality requirementsLecturing tutors or student assistants support the students in the learning process and help them develop competences and skills.Exceeds quality requirementsLecturing tutors or student assistants contribute significantly to the students’ learning process and are thus systematically integrated into the teaching activities. |

## International outlook

### International contents and intercultural aspects (Asterisk Criterion)

Please describe how international contents and intercultural aspects are implemented in the curriculum.

|  |
| --- |
| Meets quality requirementsInternational contents are an integral part of the curriculum. Students are thus, prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment.Exceeds quality requirementsThe acquisition of intercultural competences and skills are at the core of the programme’s learning objectives and are strongly promoted. |

### Internationality of the student body

Please describe the international composition of the student body with respect to the objectives of the programme and describe the measures taken to promote this internationality.

|  |
| --- |
| Meets quality requirementsThe international composition of the student body corresponds to the programme concept. The measures taken to promote internationality are goal-oriented.Exceeds quality requirementsA significant proportion of the students come from various language areas and cultural back- grounds. Thus, discussions in the classroom and group work constantly reflect international aspects. The measures taken to ensure an international composition of the student body show a clear and sustainable effect. |

### Internationality of faculty

Please describe the measures taken to promote the internationality of the faculty as it is pro- jected in the study programme concept.

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| Meets quality requirementsThe international composition of the faculty (teachers from different countries, teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The measures taken are goal-oriented.Exceeds quality requirementsThe international composition of the faculty is a fundamental element shaping the profile of the study programme and is promoted by the HEI. |

### Foreign language contents

Please describe how the foreign language component envisaged by the study programme is realised in the curriculum (courses, course materials, literature).

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| Meets quality requirementsThe proportion of foreign language courses and required foreign language materials corre- sponds with the qualification objectives of the study programme.Exceeds quality requirementsLectures and course materials in foreign languages predominate. Internationality is clearly a key element of the study programme’s profile. |

## Multidisciplinary competences and skills (Asterisk Criterion)

Please describe the way in which communication and public speaking skills as well as coop- eration and conflict handling skills are acquired in the study programme.

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| Meets quality requirementsThe students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module/course descriptions. This is supported by means of suitable didactical and methodological measures.The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.Exceeds quality requirementsCommunication skills and public-speaking skills as well as cooperation and conflict handling skills are key elements of the study programme’s profile. |

## Skills for employment / Employability (Asterisk Criterion)

Please describe how the study programme ensures the graduates’ employability (with regard to the professional field envisaged).

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| Meets quality requirementsThe promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its modules/courses.Exceeds quality requirementsIn 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. |

# ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS

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| **This** chapter is about how the programme is implemented within the given framework. |

## Faculty

### Structure and quantity of faculty in relation to curricular requirements (Aster- isk Criterion)

Please describe the structure (full time/part time) and number of faculty working in the pro- gramme. Please attach an overview of the teachers, the subjects they teach, their curricula vitae, their assignment to the modules/courses, and their responsibilities.

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| Meets quality requirementsThe structure and number of the faculty correspond to the programme requirements and en- sure that the students reach the intended qualification objectives. The faculty’s composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional field are fully satisfied.For blended-learning/distance learning study programmes, the following applies additionally: In the periods requiring personal attendance (if such periods are part of the didactical concept of the study programme), a sufficient number of lecturers is available, guaranteeing a proper teaching and learning process. Course materials have been created and supplied by qualified staff. The ongoing support of the students is ensured.Exceeds quality requirementsn/a |

### Academic qualification of faculty (Asterisk Criterion)

Please describe the academic qualification of your faculty.

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| Meets quality requirementsThe academic qualification of the faculty corresponds to the requirements and objectives of the study programme. The HEI verifies the qualifications of the faculty members by means of an established procedure. Specific measures for the further qualification of the faculty mem- bers are implemented.Exceeds quality requirementsThe faculty's outstanding academic qualification is underlined by scientific publications. |

### Pedagogical / didactical qualification of faculty (Asterisk Criterion)

Please elaborate on the pedagogical and didactical qualification of the faculty.

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| --- |
| Meets quality requirementsThe pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programme. The HEI verifies the qualifications of the faculty members by means of an established procedure. The HEI ensures that assessors are familiar with ex- isting testing and examination methods and receive support in developing their own skills in this field. Specific measures for the further qualification of the faculty members are imple- mented.For blended-learning/distance learning study programmes, the following applies additionally: The faculty is qualified for distance education.Exceeds quality requirementsThe faculty’s outstanding qualification is underlined by excellent evaluation results or by awards granted on account of the quality of teaching. |

### Practical business experience of faculty

Please describe how the faculty’s practical business experience contributes to the integration of theory and practice.

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| Meets quality requirementsThe practical business experience of the faculty corresponds to the requirement of the pro- gramme to integrate theory and practice.Exceeds quality requirementsThe faculty members have above-average business experience and use them in their teaching activities. |

### Internal cooperation (Asterisk Criterion)

Please describe how the faculty members cooperate with each other.

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| Meets quality requirementsThe faculty members cooperate with each other for the purpose of tuning the modules/courses towards the overall qualification objectives. Meetings of all those teaching in the programme take place regularly.Exceeds quality requirementsIn addition, projects and/or courses are conducted cooperatively. |

### Student support by the faculty (Asterisk Criterion)

Please describe how students are supported by the faculty.

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| Meets quality requirementsStudent support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully.Exceeds quality requirementsThe faculty members are available for the students outside the specified office hours as well. The students are “fully content” with the support they receive. |

### Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)

Please describe the specific support provided for students in distance learning.

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| --- |
| Meets quality requirementsA flexible methodology of individual study counselling is used. Methods for enhancing the in- dividual learning processes are being introduced and demonstrably applied.Exceeds quality requirementsIndicators are used to identify learning success and difficulties at an early stage. |

## Programme management

### Programme Director (Asterisk Criterion)

Please describe the programme director’s function and tasks.

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| Meets quality requirementsThe programme director coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.Exceeds quality requirementsThe programme director successfully takes initiatives to promote the systematic development of the study programme in a manner which includes all relevant groups. |

### Process organisation and administrative support for students and faculty

Please describe the administrative support offered to students and faculty members.

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| Meets quality requirementsFaculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, au- thority, and responsibilities are clearly defined. Teachers and students are included in the de- cision-making processes where their areas of work are involved.The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The HEI offers the administrative staff opportunities for continuous professional development.Exceeds quality requirementsThe administrative staff acts as a service provider for students and faculty. |

## Cooperation and partnerships

### Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes5)

Please list the cooperation agreements with HEIs and other academic institutions and elabo- rate their significance for the conception and implementation of the study programme.

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| Meets quality requirementsThe scope and nature of cooperation with HEIs, other academic institutions and networks rel- evant for the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students’ qualification and skills.In case that other academic institutions or organisations conduct parts of the study programme, the HEI ensures that the quality standards are met.Exceeds quality requirementsCooperation with HEIs, other academic institutions and networks are aligned with the strategy of the study programmes and are actively promoted (for example, by means of regular joint conferences/meetings of those who are involved in the study programme in responsible posi- tions, to discuss the further development of the programme). Such cooperation has a formative impact on the curricular contents and on the profile of the graduates. By means of specific measures (e.g. student and staff exchange, mutual sharing of course materials, and the joint offer of additional electives), they significantly contribute to the development of qualifications and skills. |

## These programmes are double / joint programmes and programmes with a compulsory stay abroad at a HEI.

### Cooperation with business enterprises and other organisations (Asterisk Cri- terion for educational and vocational programmes, franchise programmes6)

Please list the cooperation agreements with business enterprises and other organisations and explain their significance for the conception and implementation of the study programme.

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| Meets quality requirementsThe scope and nature of cooperation with business enterprises and other institutions relevant to the programme are plausibly presented. The agreements forming the basis of the coopera- tion are documented. The cooperation is actively pursued and has a clear impact on the con- ception and implementation of the study programme. All such activities contribute to the de- velopment of the students’ qualification and skills.In case that other organisations conduct parts of the study programme, the HEI ensures that the quality standards are met.Exceeds quality requirementsCooperation with business enterprises and other organisations is actively promoted (for exam- ple by means of regular joint conferences/meetings of those who are involved in the study programme in responsible positions, in order to discuss the further development of the pro- gramme). 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. cooperation in projects, pro- vision of traineeships, appointment of professionals in teaching), they significantly contribute to the development of qualifications and skills and to the quality of the final theses. |

6 For these programmes the HEI includes or instructs other organisations to implement parts of a pro- gramme.

## Facilities and equipment

* + 1. Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Cri- terion)

Please describe the quantity, quality, media and IT equipment of teaching and group rooms with regard to the needs of the study programme.

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| Meets quality requirementsThe quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet via wireless LAN is provided free of charge. A suffi- cient number of group rooms is available.For blended-learning/distance learning programmes, the following applies additionally: The technical equipment is adequate to the task of virtual reality study courses and is well docu- mented. The equipment satisfies modern multimedia requirements. In addition, technical sup- port is offered to students during normal working hours. A hotline is established and offers advice or troubleshooting support at acceptable waiting times.Services for adequate support of the participants are documented. The requirements for stu- dents’ work-station at home are listed (e.g. technical IT-equipment).Exceeds quality requirementsThe teaching rooms and labs are equipped with state-of-the-art technology. For special con- tents of the curriculum (e.g. business games, role-playing game, virtual elements), the HEI possesses appropriate rooms which possess the specific technical components needed.For blended-learning/distance learning programmes, the following applies additionally: Addi- tional support is offered to the students outside normal working hours. |

### Access to literature (Asterisk Criterion)

Please describe the library resources in terms of quantity and quality, students’ access to spe- cialist literature, including online-access, with respect to the requirements of the study pro- gramme.

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| --- |
| Meets quality requirementsThe opening hours of the library take students’ needs sufficiently into account. 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 and also kept up to date.Exceeds quality requirementsThe library is accessible during most of the day. Access to relevant digital media is available from the students’ home. Qualified library staff is there to advise students. |

## Additional services

### Career counselling and placement service

Please describe the career counselling and placement services provided.

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| Meets quality requirementsCareer counselling and placement services are offered to the students and graduates to pro- mote their employability. The HEI provides sufficient resources.Exceeds quality requirementsIn addition, career counselling and placement services are offered to the students and gradu- ates on an individual basis. Such activities are planned on a long-term basis, performed regu- larly, and are actively marketed. Sufficient staff is available for this purpose. Students have access to the HEI-wide corporate network. The HEI brings its graduates in contact with repre- sentatives from business enterprises at regular events. |

### Alumni Activities

Please describe the activities of the alumni organisation.

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| Meets quality requirementsAn alumni organisation has been set up with the aim of developing an alumni network.Exceeds quality requirementsAlumni activities are planned on a long-term basis, performed regularly, and are actively used for assessing and evolving the programme. Sufficient (staff) resources are available for this purpose. |

## Financing of the study programme (Asterisk Criterion)

Please describe how the financing of the programme is ensured.

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| Meets quality requirementsThe income related to the programme ensures that each cohort of students starting within the accreditation period can complete the study programme.Exceeds quality requirementsn/a |

# QUALITY ASSURANCE AND DOCUMENTATION

## Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk-Criterion)

Please describe how the HEI’s quality assurance and development concept and procedure are put into effect for the programme with respect to contents, processes, and outcomes.

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| Meets quality requirementsA quality assurance and development procedure, which systematically and continuously mon- itors 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 on student workload, success rate, and graduate employment as well as the student population. Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.Exceeds quality requirementsAdditionally, graduates and representatives from the business world are included in the re- spective committees to plan and assess quality assurance and development procedures. They participate in the regular review process. Within the framework of controlling the implementa- tion, it is ensured that measures are a) implemented, b) reviewed and evaluated with regard to their quality and faithfulness to the original objective, c) modified and adapted if necessary, as well as d) documented. |

## Instruments of quality assurance

### Evaluation by students

Please describe how the evaluation of the study programme by the students is carried out and how the results are incorporated.

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| Meets quality requirementsEvaluation by the students is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process.Exceeds quality requirementsIn addition, the evaluation results are translated into a list of measures to be taken, and pub- lished in an appropriate manner. Within the framework of controlling the implementation, it is ensured that measures are a) implemented, b) reviewed and evaluated with regard to their quality and faithfulness to the original objective, c) modified and adapted if necessary, as well as d) documented. |

### Evaluation by faculty

Please describe how the evaluation of the study programme (contents, procedure, and organ- isation) by the faculty is carried out and how the results are incorporated.

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| Meets quality requirementsQuality control by the faculty is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality develop ment process.Exceeds quality requirementsIn addition, the evaluation results are translated into a list of measures to be taken, and pub- lished in an appropriate manner. Within the framework of controlling the implementation, it is ensured that measures are a) implemented, b) reviewed and evaluated with regard to their quality and faithfulness to the original objective, c) modified and adapted if necessary, as well as d) documented. |

### External evaluation by alumni, employers and third parties

Please describe how the evaluation of the study programme by alumni, employers and, if ap- plicable, by third parties is carried out and how the results are incorporated.

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| Meets quality requirementsAn external evaluation is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.Exceeds quality requirementsIn addition, the evaluation results are translated into a list of measures to be taken, and pub- lished in an appropriate manner. Within the framework of controlling the implementation, it is ensured that measures are a) implemented, b) reviewed and evaluated with regard to their quality and faithfulness to the original objective, and c) modified and c) modified and adapted if necessary, as well as d) documented. |

## Programme documentation

### Programme description (Asterisk Criterion) Please describe how the programme is documented.

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| Meets quality requirementsThe study programme’s content, curriculum and examination scheme have been suitably doc- umented and published (e.g. course plan and exam regulations).Exceeds quality requirementsThe study programme is described in detail. This documentation is constantly updated and easily accessible for interested parties both in print and in digital form, which ensures a high level of transparency. |

### Information on activities during the academic year

Please describe how you inform about the activities during the academic year (what, where, how).

|  |
| --- |
| Meets quality requirementsThe HEI regularly publishes current news and information – both quantitative and qualitative – about the study programme.Exceeds quality requirementsPress relations and network communication are actively maintained. In its annual report the HEI presents a summary of the activities of the academic year. |