Decision of the FIBAA Accreditation and Certification Committee

3rd Meeting on September 3, 2021

PROGRAMME ACCREDITATION

Project Number:	18/084
Higher Education Institution:	University of Primorska
Location	Koper, Slovenia
Study Programme:	Management, Master of Arts (M.A.)
Type of Accreditation	re-accreditation

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

According to § 12 (2) in conjunction with § 16 (1) in conjunction with § 16 (2) of the "Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation "FIBAA Programme Accreditation"", the study programme is re-accredited with two conditions.

Period of Accreditation: October 1, 2020 until September 30, 2027

Conditions:
- Condition 1: If the applicant applies for studying the Master programme in English, the relevant proof of compliance with the requirement of language proficiency cannot be a certificate showing that the foreign language subject at the matura was English.

  Based on an Appeal procedure, the FIBAA Accreditation and Certification Committee revoked condition 1 at its meeting on March 23rd, 2022.

- Condition 2: The Faculty of Management of the Primorska University guarantees that all courses offered will be conducted as full courses irrespective of the number of participants.

Proof of meeting condition 2 is to be supplied by June 2, 2022.

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The condition is fulfilled.
FIBAA Accreditation and Certification Committee on June 26th, 2022.

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The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution (HEI):
University of Primorska
Faculty of Management

Master study programme:
Master programme in Management

Qualification awarded on completion:
Master of Arts (M.A.)

General Information on the study programme

Brief description of the study programme:
The Master programme in Management at the Primorska University / Faculty of Management provides students with general knowledge and skills in the field of management. The two-year programme comprises 4 semesters (120 ECTS credits) and is offered in English and in parallel in Slovenian. It aims at professionals who work in the middle management of industry or organisations and who want to improve their prospects and to widen their management qualifications. The programme is oriented at students from industry and markets of the eastern parts of Europe.

Type of study programme:
Master programme

Projected study time and number of ECTS points assigned to the study programme:
2 years / 120 ECTS credits

Mode of study:
Full-time or part-time

Didactic approach:
Study programme with obligatory class attendance

Double/Joint Degree programme:
no

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

Programme cycle starts in:
Winter semester

Initial start of the programme:
2009 / 2010

Type of accreditation:
Re-accreditation

For re-accreditation: last accreditation period:
19 June 2015 until end of summer semester 2020, prolonged until end of summer semester 2021.

Procedure

A contract for the re-accreditation of the study programme Management (M.A.) (Master of Arts) was made between FIBAA and University of Primorska on September 26, 2020. On April 15, 2020, 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. After the planned on-site visit had to be cancelled because of the Covid-19 pandemic the University submitted a second version of this report on February 18, 2021.

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

Prof. Dr. Reinhard Bachmann
University of London, United Kingdom
Professor for International Management
(International Business, Entrepreneurship, Business Administration, Strategic Management)

Prof. Dr. Vlado Dimovski
University of Ljubljana, Slovenia
Professor of Management an Organisational Theory
(Frontiers Management, Advanced Management, Management and Organisation, Advanced Leadership)

Prof. Dr. Steffen Hillebrecht
University of Applied Sciences Wuerzburg-Schweinfurt, Germany,
Professor for Media Management
(Business Administration, Marketing, Human Resources Management, Project Management)

Dr. Heike Caspari
MTU Aero Engines AG Munich, Germany
Head of Human Resources and Organisational Development
(Human Resource Management, Business Psychology, Organisational Development, Leadership, Business Administration)

Julia Ekhardt
Technical University of Munich, Germany
Student of Management and Technology (M.Sc.)

FIBAA project manager:
Dr. Birger Hendriks

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and an online conference which because of the Covid-19 pandemic replaced a site visit. It took place on April 12 and 13, 2021 as a Zoom conference. On end of the online conference 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 July 19, 2021. The statement on the report was given up on July 30, 2021. It has been taken into account in the report on hand.

List of tables

Summary

The study programme Management (M.A.) offered by the University of Primorska in Koper, Slovenia fulfils with few exceptions the FIBAA quality requirements for master programmes and can be re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) for seven years starting on October 1, 2020, and finishing September 30, 2027, under conditions. The programme is in accordance with the Slovenian Qualification Framework (SQF) and the European Qualification Framework as well as 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 following aspects: Ensuring foreign language proficiency (see Chapter 2.5) and Logic and conceptual coherence (see Chapter 3.1)[1]. They recommend the accreditation on condition of meeting the following requirements:
- Condition 1: If the applicant applies for studying the Master programme in English, the relevant proof of compliance with the requirement of language proficiency cannot be a certificate showing that the foreign language subject at the matura was English (see Chapter 2.5).
- Condition 2: The Faculty of Management of the Primorska University guarantees that all courses offered will be conducted as full courses irrespective of the number of participants (see Chapter 3.2).

Proof of meeting these conditions is to be supplied by June 2, 2022.

Furthermore, the quality requirement that have not been fulfilled (External evaluation by alumni, employers and third parties, see Chapter 5.2) is not an asterisk criterion and therefore does not lead to a condition. The measures the HEI takes to solve the identified problem are to be considered during the next re-accreditation.

The panel members also identified several areas where the programme could be further developed:
- Objectives of the study programme (see Chapter 1.1),
- Ethical aspects (see Chapter 3.1),
- Internationality of faculty (see Chapter 3.4),
- Skills for employment (see Chapter 3.6),
- Use of existing digital techniques for more attractiveness for additional students from Slovenia and abroad (e.g. blended learning courses) (see Chapter 4.1),
- Cooperation with HEIs and other institutions or networks (see Chapter 4.3),
- Cooperation with business enterprises and other organisations (see Chapter 4.3),
- External evaluation by alumni, employers and third parties (see Chapter 5.2).

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

There are many criteria in which the programme exceeds the quality requirements:
- International orientation of the study programme design (see Chapter 1.2),
- Integration of theory and practice (see Chapter 3.1),
- Logic and plausibility of the didactical concept (see Chapter 3.3),
- Foreign language contents (see Chapter 3.4),

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

- Pedagogical / didactical qualification of faculty (see Chapter 4.1),
- 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),
- Quality, quantity, media and IT equipment of teaching and group rooms (see Chapter 4.4).

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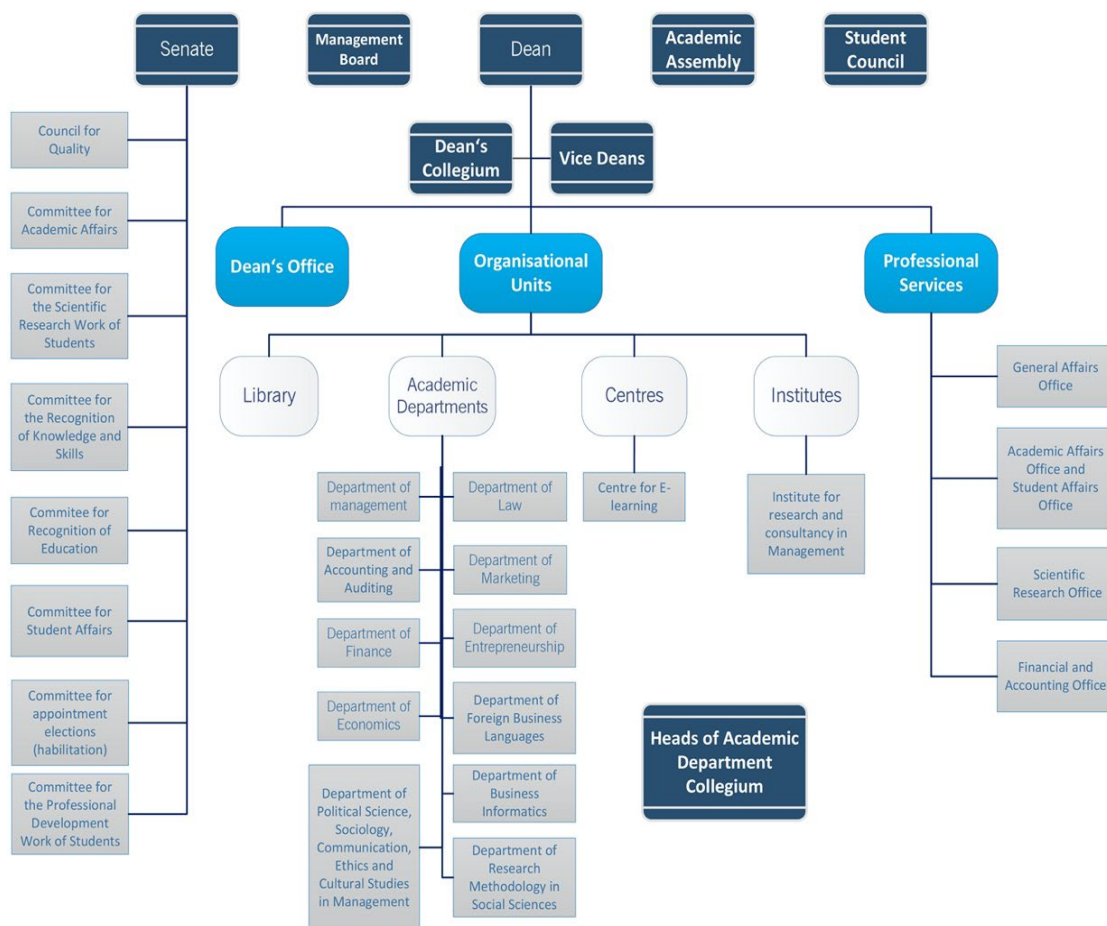
Information

Information on the Institution

The University of Primorska (UP) is a public university, founded in 2003 and based in Koper, Slovenia. It includes six faculties - one of them is the Faculty of Management of Primorska University (UP FM) - and one research institute. At present there are about 6,100 students enrolled. The University Rector is responsible for all decisions regarding business matters such as personnel and investments and can give the authorisation for personnel, financial and other decisions to Deans or Directors of member institutions. The Faculty is led by the Dean who has the authority over administrative and other matters in accordance with the authorisation of the Rector and the current higher education legislation.

The UP FM was already established in 1995 as a College of Management. In 2003, UP FM changed its legal status to Faculty and one month later became one of the founding members of UP. UP FM covers education and research in the fields of social sciences and management, with a focus on management and interdisciplinary links to economics, business, legal, organisational, and behavioural sciences. In addition to education and research, the basic activities of the Faculty are providing consultancy to companies and other organisations, publishing, and library activities as well as organisation of international conferences. At present, UP FM offers two undergraduate programmes, three Master programmes, two interdisciplinary Master programmes and a Doctoral programme accredited by the Slovenian National Agency for Quality in Higher Education (Nakvis).

Table 1: UP FM internal organisation

Senate | Management Board | Dean | Academic Assembly | Student Council

Dean's Collegium | Vice Deans

Council for Quality

Committee for Academic Affairs

Committee for the Scientific Research Work of Students

Committee for the Recognition of Knowledge and Skills

Commitee for Recognition of Education

Committee for Student Affairs

Committee for appointment elections (habilitation)

Committee for the Professional Development Work of Students

Dean's Office | **Organisational Units** | **Professional Services**

Library | Academic Departments | Centres | Institutes

Department of management | Department of Law | Centre for E-learning | Institute for research and consultancy in Management

Department of Accounting and Auditing | Department of Marketing

Department of Finance | Department of Entrepreneurship

Department of Economics | Department of Foreign Business Languages

Department of Political Science, Sociology, Communication, Ethics and Cultural Studies in Management | Department of Business Informatics

Department of Research Methodology in Social Sciences

Heads of Academic Department Collegium

General Affairs Office

Academic Affairs Office and Student Affairs Office

Scientific Research Office

Financial and Accounting Office

According to UP FM, all of their study programmes are designed in accordance with the principles of the Bologna Process and provides an integral education possibility for undergraduate and graduate students interested in management. UP FM offers a research platform for graduates, especially doctoral students, by including them into domestic and international research projects and programmes and publishing their papers in two of their own international scientific journals.

Further development of the programme, implementation of recommendations from previous accreditation, statistical data, and evaluation results

The Master programme in Management was for the first time accredited in December 2007 by the Council for Higher Education of the Republic of Slovenia which was replaced in 2010 by the Slovenian Quality Assurance Agency for Higher Education (SQAA). The first students enrolled in 2009/10. The study programme was amended in 2013 when, on the basis of enrolment data and student performance, modifications of the structure and content of the courses were made.

On 19 June, 2015, the study programme Management was accredited by FIBAA for five years. The accreditation period expired at the end of the summer semester 2020 and was prolonged by FIBAA until end of summer semester 2021 because of the Covid-19 pandemic problems.

In this decision several aspects were included that should be considered in the context of the re-accreditation. Based on the appraisals and recommendations in the panel report UP FM initiated several amendments that finally led to a renewed design of the Management programme (called

"B 2") in the academic year 2019/2020 with the aim to also renew, by the end of 2020, the doctoral study programme B3 Management. The renewed B 2 design is now object of the assessment report at hand.

The implemented changes in the B2 Management programme are based on the recommendations provided by FIBAA accreditation from 2015.

The improvements and amendments that were taken by UP FM are the following:

Table 2: Implementation/actions taken by UP FM

FIBAA recommendations (2015 accreditation)	Implementation/actions taken by UP FM (2016-2020)
1. Positioning of the programme on education market	Entering Russian market, forming alliances with HEIs in the greater region (the EU, the Balkans, neighbouring countries)
2. Positioning of the programme on job market (employability of graduates)	Establishing alliances with companies (in Slovenia and abroad) to offer skills demanded by enterprises
3. International dimension of the programme	Intensifying collaboration with HEIs in neighbouring countries and greater region (Russia, Portugal, Belgium), new internationalization strategy implemented
4. Selection procedure	In accordance with the Slovenian HEI legislation
5. Professional experience	In accordance with the Slovenian HEI legislation. Recognition of professional experience of candidates for enrolment may be considered in the new programme from the academic year 2020/21 onwards
6. Ensuring foreign language competence	The modular layout of the new B2 Management programme includes a language module.
7. Learning outcomes	Reduced number of learning outcomes in all modules
8. Interdisciplinarity	Increased interdisciplinarity and application of theory into practice
9. Performance in examinations and thesis	Putting stress on feedback and decreasing the importance of final exams; the introduction of guided process of graduation by ensuring more students complete their studies in due time
10. Structure of the programme	Considerably rethought structure of the renewed B2 Management programme (common 1st year and modules in the 2nd year)
11. Study and examination regulations	Clearly stated by teachers in curricula for each subject taught.
12. Student workload	Lower workload and a new role for some subjects (e.g. Research portfolio/methods)
13. International and intercultural aspect	Strengthening the international dimension of B2 Management programme by incorporating intercultural and linguistic aspects into all courses offered in English programme. In accordance with the newly adopted Criteria for transferring between study programmes

	(NAKVIS) the UP FM will try to enrol students from Russia and neighbouring countries
14. Internationality of student community	Increasing the number of outgoing students, already increased number of incoming students, the introduction of common classes for Slovenian and foreign students.
15. Foreign language content	The renewed B2 Management programme offers all courses in English.
16. Research-oriented skills	Increasing the number of research-based courses in order to improve students' research skills
17. Teaching methodology	Quality assurance by promoting research informed teaching practices, the inclusion of students in research projects; promotion of independent learning, promotion of life-long learning; questionnaires reflect if students are encouraged, motivated, challenged and if they receive feedback for their work (home assignments, seminar papers, etc.). For the academic year 2020/21, many traditional courses have been supplemented by seminars that will promote the student-centred approach.
18. Learning methodology	The introduction of project-based learning methods, less learning for tests.
19. Skills for employment	The curriculum is aligned to the skills required by employers;
20. Structure and number of teaching staff	Increased number of visiting teachers on short and long (1 term/1 year) guest lectureships.
21. Teaching staff pedagogical/teaching qualifications	A number of courses offered to teachers to improve their teaching skills throughout every academic year
22. Practical business experience	Encouraging teachers to gain practical business experience. Many teachers are members of supervisory boards in Slovenian enterprises or have a business background. In addition, many teachers are members of developmental groups on the state level or members of important national projects.
23. Internal cooperation	Strengthening internal collaboration between teachers, between teachers and students and between teachers and supporting staff.
24. Provision of student support/coaching by teaching staff	Strengthening the support students receive during their studies and especially at the end of their studies during the thesis writing period; the introduction of guided process of graduation.
25. Process organisation and administrative support for students and teaching staff	Improvement in the coordination of the final stage of the study programme – thesis production – with the renewed B2 Management study programme
26. Cooperation with HEIs and other academic institutions/networks	In accordance with the new Internationalisation strategy UP and UP FM are strengthening and encouraging collaboration with HEIs and education networks

27. Cooperation with enterprises and other organisations	Establishing more cooperation with local enterprises and organisations, a strategic partnership with enterprises and organisations has been introduced in the Bachelor programme on Management in the academic year 2019/2020, which has been transferred to the Master Management programme in the academic year 2020/21.
28. Quantity, quality and media and IT facilities	Modern and sufficient IT in new Faculty premises
29. Career advice and placement services	Offered by the UP and strengthening the links to the central services
30. Alumni activities	The UP FM has an alumni network. To some extent, GDPR and high cost of implementation put some limitations to the alumni activities. With the renewed B2 Management programme, alumni activities shall become more active within individual modules in which employed graduates will be able to voice their opinions and contribute towards further development of UP FM programmes.
31. Individual counselling and welfare service for students	Service offered by the UP during the COVID.19 crisis
32. Quality assurance and development of the HEI and collaboration between the HEI management and Faculty/Departments as well as programme management in the programme development	Faculty management and faculty/departments work in close collaboration when developing, analysing, and implementing changes in Faculty programmes. Programmes are managed and developed by reaching consensus between the teachers/departments and Faculty management, each aspect is thoroughly discussed before being proposed or implemented
33. Quality assurance and development of programme content, processes, and outcomes	Quality assurance regarding programme content, processes and outcomes follows a four-step procedure: after identifying the programme content/processes and outcomes, UP FM carries out planned activities during which programme outcomes are monitored by checking them constantly.
34. Evaluations by students	Students evaluate the programme through End-of-course questionnaires, Questionnaires provided by the UP and focus group interviews carried out several times during the academic year.

In its self-evaluation report UP FM also described the different amendment steps in detail.

The Table below shows the number of applicants for and students in the Master programme according to the first year of study from the academic year 2015/16 to 2020/21.

Table 3: Number of applicants and students, 2015/16 – 2020/21

	Applicants	1st year students	Graduation year
2015/2016	103	95	58

2016/2017	105	66	47
2017/2018	59	38	44
2018/2019	60	33	38
2019/2020	59	29	46
2020/2021	92	50	

The number of students during the period between 2015/16 and 2019/20 has been steadily decreasing but is going up again. According to UP FM, the reduction is partly due to the fact that (1) there are too many private higher education institutions in Slovenia offering business and economics studies and (2) because of the decrease of the population. The problem has been addressed with the renewed B2 Management programme that has started in the academic year 2020/2021 and is subject-matter of this accreditation procedure.

Table 4: Share of dropouts

2015/2016	40,7 %
2016/2017	28,0 %
2017/2018	31,3 %
2018/2019	6,9 %
2019/2020	-

The share of dropouts was rather high in the academic year 2015/16 (40,7 %) and decreased to a low 6.9 % in 2018/19. According to UP FM, this improvement is the result of the tutoring system, increased communication between teachers and students, and improvement of their study skills.

Table 5: Length of study

	Length of study in years	Shortest	Longest
2016/2017	4,9	2,4	7,7
2017/2018	5,3	1,6	8,9
2018/2019	5,0	3,1	9,0
2019/2020	6,3	-	-

During the online conference it became clear that the long average study duration of the Master programme with 5,0 years derives from the following fact: According to UP FM, students absolve the study up to 90 %. Then they wait until they feel to be prepared for the thesis which may take more than one year and also might have to do with their job and / or with their private situation. In order to change this development the UP FM has started a "guided process of graduation" for all students. This includes a research tutoring for the thesis (see also below chapter 3.1). UP FM is expecting that with the guided process of graduation the average length of study will decrease substantially.

The data below for five years show the development of study places and the numbers of enrolled students from 2015/2016 to 2019/2020.

Table 6: Study places and numbers of enrolled students, 2015/2016 - 2019/2020

Study year	Study places (full-time and part-time)			Enrolled students
	Slovenian candidates and foreigners from the EU	Slovenian stateless persons and foreigners from outside the EU	Candidates studying in two or more programmes	
2015/2016	231	21	6	95
2016/2017	231	21	6	66
2017/2018	154	14	4	38
2018/2019	44	4	2	33
2019/2020	44	4	2	29
2020/2021	87	-	-	50

Appraisal

The panel appreciates that UP FM has reacted to the recommendations of the last accreditation and improved the Master programme regarding those criteria that had not been fulfilled. The statistical data show that an improvement in terms of more attractiveness to applicants and students from Slovenia and from abroad seems to be essential, although the number of students is going up again. Also, the "guided process of graduation" is important for reducing the average length of study.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

The Master programme aims at professionals who work in the middle management of industry or organisations and who want to improve their prospects and to widen their management qualifications. The programme is oriented at students from industry and markets of the eastern part of Europe. Compared to the Bachelor programme in Management it has a stronger scientific and strategic impact, combined with a practical component.

Base of this programme is the evaluation that for the success of each organisation, profit or non-profit, decisive appropriate competences of managerial staff is an asset for reaching their goals. The activity of each graduate in any organisation, no matter on which level and in whichever area of the organisation – in development, manufacturing, marketing, leadership – in many cases contains elements of management, combined with economics and law. Fulfilling these requirements demands suitable knowledge and skills for efficient and successful operations and decision-making.

Against this setting the basic goals of the second cycle study programme in Management are that students:

- understand the wider economic and social environment as well as globalisation processes from the viewpoint of their chosen interested content of study,
- do independently research and professionally work,
- deeply understand, research, and develop as well as apply new planning methods, organisations, management, and monitoring in organisations,
- are able to critically think and systematically solve demanding interdisciplinary problems,
- include aspects of sustainable development and social responsibility in organisations in managerial decisions.

According to UP FM graduates will develop the following general competences:
- ability to acquire, value, analyse and synthesise different data and information,
- ability to practice research-development methods, procedures, and processes,
- critical thinking and self-assessment abilities,
- ability to critically analyse and synthesise as well as predict possible dismissals and consequences,
- ability to use values, knowledge and skills in theory and practice,
- autonomy in professional and research work,
- ICT knowledge, skills, and abilities,
- ethical reflexivity skills and commitment to professional ethics,
- team working skills, tolerant acceptance and respect for constructive criticism and comments,

- ability to use professional terminology from several interdisciplinary areas, e.g. administrative and organisational sciences, economic and business sciences, law, sociology, and political studies,
- ability to use interdisciplinary values, knowledge and theory and analytics in theory and policies in practice in a critical manner,
- ability to interpret their own views and conclusions,
- ability to analyse critically the causes and consequences of changes within organisations as well as in the economic, social, and natural environment which are essential for their sustainable development.[2]

Students will develop these course specific competences:
- a critical understanding of fundamental hypotheses and the historical development of management theory,
- the ability to lead research-development and operational work in large, medium-sized, and small organisations,
- the ability to learn, design, develop and implement modern managerial solutions by using scientific methods and procedures,
- the ability to successfully and effectively plan, organise, manage, and control the operations of an organisation and/or area of responsibility
- the ability to use modern ICT,
- the ability to ethically and socially responsibly design, plan and assess strategic development options for organisations,
- the ability to lead a business plan and programmes within a company.

In 2015, Slovenia installed a Qualification Framework (SQF) classifying qualifications to 10 levels according to criteria specified by law and learning outcomes. The SQF corresponds to the European Qualification Framework (EQF) and the Qualification Framework of the European Higher Education Area (QF EHEA). The programme is oriented at level 9 of the SQF.

Appraisal:

As the Master programme Management aims at coaching the students for becoming successful managers, the elaborated qualification objectives are convincingly explained and presented in relation to the targeted professional field and the societal context of management. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality with a broad orientation of skills.

The panel has the view that the programme goals aim at a comprehensive and professional training of students in management. It welcomes the improvements of the programme that have been realised since the last FIBAA accreditation, particularly in terms of international attractiveness (see also chapter 1.2).

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[2] See Self-evaluation report (SER), p. 29.

The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level of a Master programme. They take into account the requirements of the national qualification framework.

	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)

UP FM is fully aware of the importance of the international dimension of higher education. All changes regarding the study programmes were carried out with the aim to increase the mobility of teachers, students, and support staff, encourage scientific and research collaboration between UP FM and foreign HEIs, promote the development of linguistic and cultural competences of incoming and outgoing teachers, students and staff as well as focusing on collaboration in priority regions (Austria, Italy, Croatia).

As Slovenia is a small country the UP FM seeks to attract students also from abroad and sees development opportunities on Central and South-eastern European as well as Mediterranean markets and on fast-growing markets.

The Master programme is now conducted totally in English and in Slovenian in parallel. Also, UP FM increased the number of visiting teachers and guest lectureships. During the academic years 2015 to 2020 UP FM had the opportunity to host 49 professors from universities of 20 different (mostly European) countries.[3]

Applicants can exchange their subject of study and enrol in the study programme Management at the same level of study based on recognition. It is necessary to point out that the UP FM adapted its study programmes and syllabi in accordance with the programmes/syllabuses of its strategic partner, Moscow School of Economics M. V. Lomonosov with the aim to attract students and graduates from there. The collaboration with foreign universities as well as modules / courses with content on foreign countries and structures have an impact on learning and teaching so that students acquire international and intercultural competences.

During the academic year new contracts have been signed with IPS Instituto Politecnico de Setubal from Portugal and Erasmushogeschool from Brussels Belgium, which have already resulted in exchange of several teachers and plans to start projects related to good teaching/learning practices, creativity and enhancing collaboration between industry and academia.

According to UP FM, the collaboration with partnering institutions from Italy, Croatia (Pula, Zagreb, Dubrovnik) and Austria (Graz) has also improved.[4]

Appraisal:

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[3] See SER p. 39
[4] See SER p. 32.

The panel welcomes UP FM's aim to strategically internationalise the study programme. This is being done by offering the programme totally in English, but also by adapting the syllabi in accordance with the programmes of strategic partners that can attract students from other countries. Also, the programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

Owing 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.

	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

There are several private higher education institutions in Slovenia offering studies in business and economics. For UP FM, this is a challenging environment which makes it difficult to be competitive. On the other hand the Master programme at hand is the only one in management that is offered totally in English.

The Programme aims to enable graduates to shape and build a broad career as middle or executive managers in different fields within the business environment (e.g. marketing, human resources, finance, and accounting). In this context it is important that the Master programme is also taught in English: Foreign language competencies improve chances for employability of the graduates. Based on their qualification acquired graduates can reach a flexibility in the labour market, both locally and in the global job market and can find employment in a broad set of branches: banking and finance, commerce, transport and logistics, the health sector, public administration, NGOs, non-profit public organisations, and other possibilities. Also, graduates can develop business start-ups, become independent consultants or work in managerial teams.

As far as the UP FM's strategic concept is concerned, the Master programme is the Faculty's main postgraduate programme. It is part of the UP FM concept to offer studies in management at all three levels, undergraduate, postgraduate, and doctoral. This means that the Master programme is a basis for further qualification on one hand and opens the possibility of a doctorate on the other. In the 2019/2020 academic year, there were 27 first year students enrolled in the Master programme, 11 of them were graduated from the UP FM's Bachelor Management programme. This represents about 41% of the Master students. The other 21 students were incomings from foreign countries: Czech Republic, Germany, Poland, Slovakia, France, and Romania).

Appraisal:

Taking into view the competitive situation of the Master programme in Management the panel supports the UP FM offering the programme also in English. It considers the reasons given for the positioning in the educational market of this study programme to be plausible.

The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plausibly set forth.

The study programme is convincingly integrated into the HEI's overall strategic concept. Its qualification goals are in line with the UP FM'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 conditions and prerequisites for enrolment are stipulated in the Higher Education Act of Slovenia (Art. 38 to 42). The UP regulations on admission follow the Slovenian law.

Candidates who fulfil the following prerequisites can be admitted to a Master study programme:

- a degree from a first-cycle study programme (three-year bachelor's degree) with 180 ECTS credits in the fields of management, economics, business administration or law, or

- a three-year undergraduate professional degree (pre-reform study programme prior to the Higher Education Act 2004) in the same fields: management, economics, business administration or law.

Applicants from other academic fields may enrol after completion of three prerequisite examinations in: Basic Economics, Introduction to Management and Jurisprudence. These courses are implemented at the undergraduate level and candidates may join lectures to prepare for the prerequisite exams.

Candidates from any country can apply for the Master programme. The recognition of prior learning, study periods or full studies absolved at other universities follows the internal "Regulations on Recognition of Knowledge and Skills" that are compatible with principles of the Lisbon Recognition Convention.

Transfer students are admitted if they fulfil the same admission requirements as first year candidates and can enrol in the second year of studies if they have completed courses that are equivalent to the first-year courses at the Master programme in Management. The Student Affairs Board decides upon admission. An individual curriculum is set for the student depending on his/her previous courses taken.

For each academic year, the UP FM at the end of May/ beginning of June publishes a "Call for Enrolment" for the second cycle master programmes, in Slovenian and in English. This call contains the relevant information for the specific study programme (name, degree awarded, duration, number of credits, mode of delivery, location, and language of courses). There is also a guide both in Slovenian and English that explains the process of the application and the necessary documents to applicants. Open days are held twice in Koper, Celje and Škofja Loka before the application deadline. Information about the programme is presented in a brochure in Slovenian, English and Russian language which is distributed to prospective students and also published online to be downloaded.

If the number of applicants who fulfil all requirements exceeds the number of places offered, applicants will be selected based on the grade-point averages earned during their undergraduate studies (Art. 41 of Higher Education Law). Results in individual subjects stipulated by the study programme, and of individual first-level subjects or the optional examination required by the study programme may also be taken into account.

As far as applicants enrol in the study programme taught in English they are required to demonstrate English language skills at B2 level according to the Common European Reference Framework for Languages (CEFR) with a corresponding certificate. The relevant proof of compliance with this requirement can alternatively be: (1) an equivalent certificate of completion of English language (e.g. TOEFL iBT score of 87-109, IELTS score of 5-6.5, Cambridge FCE, Oxford B2 Upper intermediate and similar); (2) a certificate showing that the foreign language subject at

the Slovenian matura was English; (3) a certificate of completion of secondary education in the English language; (4) a diploma at a higher education institution in a study program conducted in English language and a confirmation (statement) that the candidate has completed the programme in English.

The application must be printed and sent with supporting documents by mail to the Faculty.

The Student Affairs Office is in charge of the admission procedure. Instructions for completing the application and the online application on the website are in Slovenian and English language. Candidates who have not submitted all supporting documents are contacted and reminded to do so. After the deadline, all applications are evaluated for meeting the admission requirements and supporting documents. The Student Affairs Board will decide if students meet the requirements for studying in the Management study programme. Those applicants who do not fulfil the requirements are eliminated from the admission procedure and will be informed of not being admitted.

Appraisal:

The panel has the view that the admission procedure for the Master programme is regulated and conducted in compliance with the requirements of the Slovenian Higher Education Law.
The admission requirements are defined and comprehensible. The national requirements are presented and taken into account.

Applicants can directly turn to a student counselling service, for clarification of specific questions, of personal aptitude, of career perspectives etc. There is also a guide in both languages (Slovenian and English) that explains the process of the application and the necessary documents to applicants. Personal dialogue between applicants and the HEI is provided by the Student Office. Open days are held twice in Koper, Celje and Škofja Loka before the application deadline. Information about the programme is also published in a brochure in Slovenian, English and Russian language and also published online.

Although a selection is not relevant for the admission to the Master programme at hand at present there is a selection procedure installed that is transparent and ensures qualified students will be admitted.

As far as the whole study programme is taught in English the admission requirements for language proficiency are important. The UP FM requires the B2 level as a prerequisite for admission. This will ensure that students are able to successfully complete the study programme (courses, additional literature, utilisation of counselling services and extracurricular activities). On the other hand applicants are allowed to present instead of a B2 language certificate their matura showing that the foreign language subject was English or a diploma of the first study degree that has been absolved in English or a certificate about their secondary education in English. The panel has the view that these alternatives are useful and reasonable as far as they make sufficiently sure that the applicants will be able to successfully absolve the Master programme in English. However, the panel is convinced , that this is not necessarily the case with the matura showing that the foreign language subject was English. It does not give an adequate

guarantee that a student has sufficient language skills for the Management programme that is totally in English. Therefore, it recommends accrediting the study programme under the **condition** that if the applicant applies for studying the Master programme in English the relevant proof of <u>com</u>pliance with the requirement of language proficiency cannot be a certificate showing that the foreign language subject at the matura was English.

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

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			Condition		
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 study programme is based on the idea that for the success of each organisation, profit or non-profit, decisive appropriate competences of managerial staff is an asset. The activities of graduates in any organisation, at any level and any area of the organisation demand suitable knowledge and skills for efficient and successful operations and decision-making. Therefore, the programme tries to find a balance between components of management (planning, organisation, directing and controlling processes in organisations) as well as economic, business, and legal components. UP FM offers the programme both in Slovenian and English in parallel.

The general and specific competences and learning outcomes of each course are linked to the programme competences and student learning outcomes and are oriented at the overall aims of the programme.

Table 7: Module overview of the study programme

Year 1

Y 1	Course	ECTS
1.	Management and organization	9
2.	Business process management	9
3.	Strategic management 2	9
4.	Supply chain management	9
5.	Managerial accounting	6
6.	Financial management 1	6
7.	Marketing strategies	6
8.	Entrepreneurial society	6
	Total	60

Year 2

Y 2	Course	ECTS
1.	Leadership	6
2.	Research methodology for social sciences	6
3.	Module course 1	6
4.	Module course 2	6
5.	Module course 3	6
6.	Elective course	6
7.	Elective course	6
8.	Master's thesis	18
	Total	60

Module courses

		Management in modern society	ECTS
	1	Change management	6
	2	Management of creativity and innovation	6
	3	Legal aspects of management	6

		Management of Industry 4.0	ECTS
	1	Sustainable organization in a digital society	6
	2	Strategic management of technologies	6
	3	Industrial property rights management	6

		Business in digital environment	ECTS
	1	Management of e-business	6
	2	Big data for decision making	6
	3	Law, internet, and privacy	6

		Marketing	ECTS
	1	Brand management	6
	2	Marketing communication	6
	3	Market law - selected topics	6

		Financial management	ECTS
	1	Financial management 2	6
	2	Corporate accounting policies	6
	3	Accounting and financial law	6

		Entrepreneurship	ECTS
	1	Design approach to innovation	6
	2	Developing a start-up company: from idea to brand	6
	3	Legal aspects of management	6

		Languages in business environment	ECTS
	1	English as a lingua franca	6
	2	Language management strategies in SMEs	6
	3	Linguistic and cultural barriers and European entrepreneurship	6

		Human Resource Management	ECTS
	1	Modern HR approaches and tools	6
	2	Organizational behaviour	6
	3	Legal aspects of HRM	6

Elective courses

	Content	ECTS
1.	The challenges of information society	6
2.	Project management 2	6
3.	Alternative forms of firm (business) financing	6
4.	Managerial aspects of smart technologies	6
5.	Controlling 2	6
6.	International cultural and political environment	6
7.	Consumers and marketers' behaviour	6
8.	Modern forms of entrepreneurship	6
9.	Business Italian 1	6
10.	Business Italian 2	6
11.	Intercultural relations of Italian business communication	6
12.	Etiquette, customs, and culture in German speaking countries	6
13.	Doing business with German speaking business partners	6
14.	Business German	6
15.	Language management in international business (RUS)	6
16.	Russian cultural identity and values in Russian federation	6
17.	Correlation between language skills and export success	6

Students can choose elective/optional courses from a range of elective courses as part of the curriculum, elective courses as part of another UP FM study programme at the same level, courses to be implemented in English at UP FM during the academic year for foreign Erasmus exchange students, courses held in English at the UP FM International Summer Faculty, courses offered at other faculties of the University of Primorska on the basis of the university mobility programme, courses offered at other universities in Slovenia and courses offered at universities abroad – e.g. Erasmus exchange – to the extent of 36 ECTS credits.

During the online conference, the UP FM underlined that this new structure shall improve the competitive situation of the study programme and by that attract more students.

The courses are linked both horizontally and vertically. Horizontal connection is established between mandatory and optional courses that cover broad generic content in the fields of management, economics, business, and law and that are needed in a manager's portfolio. Students acquire theoretical and methodological general knowledge and skills in the first year as courses are arranged from general to specific. This provides the base for contents of 2nd year courses which are more in-depth and specifically address individual thematic areas. The 2nd year, courses give an insight into the broader business environment. Students may choose them with accordance to their own preferences and needs.

The courses Research Methods 1 and 2 provide students with deeper methodological understanding needed for the preparation of the Master's thesis. The Professional and Research Portfolio 1 and 2 are meant to give students insight into live/practical research activities and link theory to practice. According to the UP FM about 90 % of the students are employed in the industry while studying. Therefore, based on the vertical connection of all courses, students have the opportunity to enhance their professional field and choice of career.

The Slovenian qualification title "magister/magistrica managementa" which is equivalent to Master in Management is derived from programme name, field of study, programme description and programme curriculum.

Integration of theory and practice is a priority for all courses and achieved through case studies, by involving field experts, guest speakers from the business environment, by active teaching methods and with involvement in project and research work through the Professional and Research Portfolio. Teachers link theory and practice in the classroom by active teaching methods such as discussions, role-playing, case studies, critical reflections and critical thinking and evaluations within the course contents. Students learn to form a critical attitude toward theory and practice. Teachers who are active in research involve and implement their research findings in their teaching. They also involve their students in on-going research projects and applicative projects.

UP FM characterises the study programme as a professional programme rather than as a research programme, but with stronger scientific impact. On the other hand, as far as research methodology is concerned (e.g. in study year 2) this is oriented at practice. Research-based lectures are encouraged at the UP FM.

As far as interdisciplinarity is concerned, the programme includes in particular elective courses in different fields and disciplines. Interdisciplinarity is encouraged in several courses. For example, the course Financial Operations covers topics from the field of Corporate Financial Management, Accounting and Auditing. Furthermore, the curriculum offers courses on law, languages and culture and communication in other countries such as Italy and Germany.

Ethical aspects are incorporated into the study programme and individual courses (e.g. in law, in the context of challenges of critical management, history and critique of managerial theories). They are reflected in the curriculum and in the implementation of courses as general and course-specific competences. This aims to train students' reflection on ethical aspects (e.g. of business, management, research) and their commitment to the rules of ethics. Several members of teaching staff cover ethics in their portfolio.

Students are being qualified for conducting developmental/research and operative tasks. Methodological skills are gained within different courses. Searching and using literature and other academic skills are present in all courses where students need to hand out written essays or short papers. In addition, workshops and research seminars are organised to cover content such as project writing, using data bases, data analysis and copyright. Students are trained to design, develop, and implement modern managerial solutions by using scientific methods and

procedures. Research methodology becomes an important course which helps students in the process of graduation.

Based on the University "Rules on Examination and Assessment of Knowledge"[5] examinations are conducted for each module / course. The module / course descriptions contain among others teaching methods and the type of the closing assessment. This must be in accordance with the defined learning outcomes and with the generic and course specific competences. The assessment can be a written assignment, a presentation, a written or oral examination or a project. At the introductory lecture of the course, students are acquainted with methods, elements and criteria used for the assessment as well as with the weight (percentage) of each individual assessment component in the student's final grade for each course (Art. 8 par. 2).

Three examination periods are planned for each academic year (winter – end of January until end of February, spring - June-July, autumn – August-September).

For the final examination at the end of the study programme, the thesis shall comprise 180 pages and be written within six months. According to UP FM students are generally successful in final examinations. The data show that full-time students achieve a grade point average (GPA) of 8.1 on the scale from 6 to 10, where 10 is the highest grade. About a third of full-time students need to repeat examinations. The panel had the opportunity to have a look into several final theses with different grades.

UP FM is improving the handling of the exams procedure. Master students will decide about their research topic at the very beginning of the second year of their studies. They will be provided with precise guidelines as to when they should complete certain tasks in order to be able to proceed through the process of graduation. In addition, the methodological subject has been fine-tuned in order to help students complete their studies through the guided process of graduation. The UP FM expects that the completion rate for thesis writing will improve considerably with this process.

Appraisal:

The curriculum adequately reflects the qualification objectives of the study programme. The contents of the modules are well-balanced, logically connected, and oriented towards the intended learning outcomes. The panel welcomes that in addition to the obligatory modules / courses students can choose between different "module-courses" (compulsory electives) as well as electives that can correspond to their professional orientation and improve their career. The areas of these optional electives enable students to acquire additional competences and skills.

The degree and programme name correspond to the contents of the curriculum and the programme objectives.

The panel welcomes the strong connection between theory and practice as a central theme of the study programme. Theoretical questions are, where possible, explained by means of practical examples. Theory and practice are systematically interrelated throughout the curriculum. Theoretical discourse and practical application complement each other in developing the students' qualification profile.

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[5] Last version of 28 March 2019

There is evidence that the programme qualifies for interdisciplinary thinking. The elective courses, that deal with other disciplines such as law and communication enable students to become acquainted with different concepts and thinking.

Ethical implications (for example those of economical or juridical ways of thinking and acting) are appropriately communicated. However, the panel recommends the UP FM dealing with these ethical aspects also in obligatory courses so that all students necessarily are trained in ethical thinking.

Students acquire methodological competences and are enabled to do scientific work at the required level.

All exams, as they are defined for the modules, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats. The final theses are evaluated based on previously published and coherently applied criteria, rules, and procedures. The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives.

		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 ECTS Credit Points	120
Workload per CP	25 hours
Number of modules	16
Time required for processing the final thesis and awarded CP	6 months
Number of contact hours	464 hours

Based on the Higher Education Law of Slovenia the study programme consists of modules / courses. Students collect ECTS credits according to the workload of each module.

In the first year of study, the programme only comprises core/mandatory courses that are dedicated to different segments of management but also cover key business topics. These courses give a deepening understanding of undergraduate courses offered during the Bachelor Management programme. The workload amounts to 60 ECTS credits.

In the second year students choose elective courses within a chosen module. Two courses in a module (12 ECTS) are compulsory as module specific courses. Two elective courses can be chosen by students either from the courses offered in other modules or externally or from the courses offered by other faculties at the University of Primorska. There are two additional compulsory courses in the second year, namely a course covering Leadership and a course Research Methodology in Social Sciences. For writing the final Master thesis students get 18 ECTS credits.

Compulsory courses during both years of study shall strengthen students' understanding in the field of a specific chosen module.

As far as the list of 24 module courses and 17 elective courses is concerned[6] students told the panel during the online conference that in case only a low number of them is interested in a specific elective course the UP FM may shorten lessons or the elective course be totally deleted.
All modules are described in syllabi that contain detailed information on course content, amount of workload, learning outcomes and acquired skills, recommended literature and the types of assessment. For each course, contact hours and hours of student's work are spread between lectures and tutorials, individual study obligations according to the learning objectives and competences to be achieved by students. The exact structure and the student workload are defined by the course coordinator in accordance with the contents and planned learning objectives and competences and approved by the UP Senate.

Examination and grading regulations at the University level have been accepted by the Senate. At UP FM level, these regulations have been amended in view of specific procedures and content of programmes. They are binding. Methods of assessment differ from course to course and are defined in each syllabus. A final grade can consist of different types of examinations or assessments.

Students can repeat a written examination three times in one academic year as per Slovenian legislation. For students with special needs, the methods of assessment can be adapted, taking into consideration their special situations (for e.g. dyslexia, hearing or visual hindrance). This is up to the decision of the course co-ordinator or when appropriate of the Board for Student Affairs.

Regulations on preparing and presenting a Master thesis at the level of UP have been accepted by the UP FM Senate. Students can begin working on their thesis when they have completed all courses[7]. The only exemption is the presentation of their portfolio.

The grades given for student's examinations and other requirements are as follows: excellent (10) very good (9 and 8), good (7), poor (6), and unsatisfactory (1 through 5), "pass/fail" or "recognised/non-recognised" pursuant to the Statute and other General Provisions. Marks 1 through 5 are failing grades.

Table 8: Slovenian grading scale

Slovenian grading scheme	ECTS grading scheme	Description of the grades

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[6] See above chapter 3.1
[7] See Art. 18 of "Graduation Regulations: Master's in second cycle study programmes"

10 (Excellent)	A (Excellent)	Outstanding performance with only minor errors.
9 (Very Good)	B (Very Good)	Above the average standard but with some errors.
8 (Very Good)	C (Good)	Generally sound work with a number of notable errors.
7 (Good)	D (Satisfactory)	Fair but with significant shortcomings.
6 (Poor)	E (Sufficient)	Performance meets the minimum criteria.
5 – 1 (Unsatisfactory)	F, FX (Fail)	Considerable further work is required.

Student workload per study programme, year, course, and module is defined by the "Criteria for Credit Assignment to Study Programmes According to ECTS", issued by the Council for Higher Education of the Republic of Slovenia. A manageable student workload is ensured through the ECTS system. An ECTS credit is equivalent to 25 student hours work.

The components of the study programme are lectures, tutorials, seminars, e-learning and blended learning, professional development, and research projects, preparing and presenting a Master thesis.

Students' obligations comprise written and/or oral exams, mid-term examinations, longer and shorter written assignments, project, and research work, as well as writing and defending a Master thesis.

Every student has the possibility to study abroad. This may happen after the first year of study. The Higher Education Law requires that every study programme must include a procedure as well as criteria for the recognition of foreign diploma or part of studies absolved at other universities. The University has established procedures for these cases and installed a Board for Recognition of Foreign Education as well as a Board for Recognition of Prior Learning.

Statistical data on the student gender structure of previous years show that more than two thirds of students enrolled in the programme are female.

Students with special needs can get a special status depending on their individual situation. The Faculty provides these students with a teacher tutor who plans an individualised study plan together with the student. A student tutor assists students with special needs with those activities they cannot do without help.

Students who are athletes or artists can receive a student status that allows them to bring organisation and pace of their study in accordance with their athletic involvements.

A tutoring system at the UP FM provides students with help in study and social life, student tutors are also assigned to foreign students and mobility students.

Appraisal:

The panel welcomes the new structure of the Master programme. This structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. However, the panel has the view that in spite of the competitive situation of the Master programme UP FM should reconsider whether the list of 24 module and 17 elective courses can be maintained and whether subjects should be included into core modules / courses or offered as elective modules or courses.

Moreover, every student must have the right to attend a full course that is being offered. Such a course may not be shortened because of low numbers of participants. Therefore, the panel recommends the accreditation on the following **condition:** UP FM guarantees that all courses offered will be conducted as full courses irrespective of the number of participants.

The programme consists of modules and assigns credits per module on the basis of the necessary student workload. The module descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study programme is designed so that students can study for a certain time at other HEIs without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention. The final grade is supplied with an ECTS grading table.

The 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.
When reviewing the workload, the HEI also takes into account evaluation findings, including student feedback and the programme's success rate.

The HEI ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted.

		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)			Condition		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		

3.3 Didactical concept

Every course of the programme has a syllabus that describes the teaching and learning methodology. Teachers use a variety of teaching methods: frontal lectures, work in smaller groups or in pairs, independent work of students, e-learning, explanation, interview/discussion/debate, working with texts, case studies, role-playing, other forms of student presentation, exercises, field work and others. UP FM requires that teaching methods be in line with the objectives and competences of the specific course.

Teachers explain content, mode of work and assignments at the beginning of the course in class. Students are given a detailed description of the course, learning methods and assignments in the

e-classroom. Short descriptions are published on the website and in the annual Student guide which is revised yearly.

Students are being motivated to think creatively, to doubt, ask questions, and, whenever possible, co-create materials, have high expectations, be able to use time effectively and efficiently and, above all, become responsible for their own learning. In this context, the purpose of education is to help students determine how to learn on their own.

The teaching aims to improve student-centred learning. UP FM encourages the teachers to promotes independent learning, learner-centred approaches, and self-study with authentic content.

The course materials and obligatory readings and recommended literature are listed for each course in the syllabus and published on the website and in the Student Guide. Some faculty publish their own course materials and literature and prepare their own case studies, this is usually in Slovenian language, and various other materials are available in the E-lecture rooms curated by individual teachers. A fairly large amount of the readings and literature is in English language (books and selected papers from Journals) and is available in the Faculty library. Some course materials are published by the Faculty of Management Press.

Every year, teachers at the Faculty invite experts from various public institutions and private and public business entities. These are experts in their field of expertise, especially in senior positions in companies who present practical cases and live situations from work and transfer their experience to students. Examples for lectures respective are: (1) lecturer from the Middlesex University London on "the Brexit referendum" (2017); (2) expert from Yasar University Izmir on "Entrepreneurship and employee attitudes" (2018); (3) winner of the Slovenian Award for Responsibility Horus on "Individual Responsibility in a Group" (2018 and 2019); (4) Representative from the Chamber of Commerce on "Collective Agreements" (2018).

UP FM organises academies, round-tables and public presentations with up to 70 different speakers from industry, universities and politics per year. Often guest lectures are open to the public. Guest lecturers also come from foreign universities through foreign mobility exchange programmes.

Appraisal:

The panel welcomes the quality of the didactical concept of the study programme that is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. Students are encouraged to take an active role in creating the learning process. Additionally, the didactical methods are systematically derived from the study programme objectives and are oriented towards the intended learning outcomes of each module.

The 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.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work, but also, for example, from culture and politics.

		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

As already described above (see chapter 1.2), UP FM is improving the international orientation of the study programme. This has been implemented with several steps: (1) The programme is now offered in English, in parallel to Slovenian. (2) Within the programme, particular attention is being paid to the economic structure and the needs of Eastern Europe.

The list of module and elective courses contains several offers relating to certain countries:

1. English (Module Language in business environment)

      a) English as a lingua franca

      b) Language management strategies in SMEs

      c) Linguistic and cultural barriers and European entrepreneurship

2. Italian (Elective courses 9 -11)

      a) Business Italian 1

      b) Business Italian 2

      c) Intercultural relations of Italian business communication

3. German (Elective courses 12 – 14)

      a) Etiquette, customs, and culture in German speaking countries

      b) How to do business with German speaking business partners

      c) Business German

4. Russian (Elective courses 15 – 17)

      a) Language management in international business

      b) Russian cultural identity and values

      c) Correlation between language skills and export success

The graduates shall become aware that foreign language skills are particularly important. UP FM conveys to students that foreign languages not only will help businesses but can also help enhance the ability to simply understand one another better, to increase awareness of different cultures, ways of thinking or even increase creativity and enhance the overall mental ability.

UP FM is expecting that student recruitment from neighbouring countries as well as from Russia and partner universities from the European Union will increase the number of candidates for the B2 Management study programme. As the percentage of foreign students has increased during the

last five years[8], it is sensible to expect that the number of those willing to study at the B2 Management study programme, will also increase.[9]

In order to attract students from abroad, UP FM has made efforts in the past two years to make the programme more visible in the European higher education market. However, the programme in English is not financed by the Slovenian government. Therefore, students have to pay tuition fees which may be a reason for low interest.

Full-time faculty are mostly Slovenian with international experience of teaching in EU countries, Australia, and the USA. At present the Faculty involves for the Master programme 20 teachers (professors and external experts), of whom 13 are teaching in English and Slovenian, one is teaching in Russian, one in German and one of them in Italian. During the online conference, the panel had the opportunity to talk to several members of the teaching staff. They all speak English very well.

UP FM engages and invites teachers as guest speakers coming through different mobility programmes such as Erasmus and CEEPUS and different national and international projects such as Fulbright etc. During the academic years 2015 to 2020, UP FM hosted 49 professors from universities in different foreign countries.

Appraisal:

The panel welcomes that UP FM has made several efforts to improve the international orientation of programme and study conditions which also aims to gain more students from abroad. International contents are an integral part of the curriculum. Students are thus prepared for challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment. Moreover, the panel wishes to support the Faculty to cooperate also with other universities in an intensive mode as with the Moscow School of Economics M. V. Lomonosov.
The international composition of the student body is increasing and corresponds to the programme concept. The measures taken to promote internationality are goal-oriented.

The composition of faculty is partly international in so far as guest lecturers are involved (teachers from different countries, teachers with international academic and professional experience). This promotes the students' acquisition of international competences and skills up to a certain extent. However, the panel recommends the UP FM also including foreign permanent staff because this can have a greater impact on international orientation than working with guest lecturers only.

As the programme is being offered in English and Slovenian, the proportion of foreign language courses and required foreign language materials corresponds to the qualification objectives of the study programme. Lectures and course materials in foreign languages predominate. Internationality is clearly a key element of the study programme's profile.

Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.

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[8] See also above chapter 1.3
[9] See SER p. 61

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

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

The UP FM is promoting the development and maintenance of professional skills. Knowledge and understanding in a specific discipline should be accompanied by skills that contribute towards students' capacity to be able to detect false logic or reasoning, to express themselves clearly, to quantify data, to remain open to new ideas, to solve problems, etc. Teachers in all disciplines are advised to include these skills when defining learning outcomes.

The development of communication skills and public-speaking skills as well as team-work and handling conflict is ensured on a consistent basis. Students have many opportunities to practice their public-speaking skills over the course of their studies. Most courses include team-work and group assignments and individual assignments as well as public speaking in the form of presentations. Normally, students present their written assignments in class, which is part of their final grade. The training also includes elements such as leadership, cultural identity of other countries, sustainable development, and law. These elements are part of the respective module descriptions.
Public presentation is also part of the Professional Development Portfolio (presentations of students own published papers, thesis dispositions, work on projects, presentations at conferences) and the final Master's thesis.

Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module 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.

	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)

Managerial skill and management concepts are included in the core of the programme. Compulsory and elective courses in the field of management all include different aspects and critical views (e.g. Management and Organisation, Strategic Management, Sustainable Development of the Organisation, HRM, Corporate Social Responsibility, Challenges of Critical Management, Leadership).

The majority of students in this programme are already working while studying. In these cases they are adequately experienced, and it often happens that after they complete their degree they are offered a better position by their employer.[10]

Appraisal:

The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its modules.
The panel recommends the UP FM that some courses should also include experiences of foreign business practice in addition to foreign languages.

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

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[10] See SER p. 66

4 Academic environment and framework conditions

4.1   Faculty

The Faculty staff working on this programme is predominantly composed of full-time teachers. In the 2019/2020 academic year, 19 teachers out of 53 employed at UP FM are teaching on the programme and most of them both in Slovenian and in English[11]. There were five full professors, six assoc. professors, six assistant professors, one teaching associate and one teaching assistant out of 42 faculty at the programme. In the running academic year, UP FM has gained 13 guest teachers from abroad. On a yearly basis, the UP FM organises more than 50 events with professionals coming from companies and businesses to bring practice to theory. There were ten guest speakers from companies at the Master in management in the academic year 2018/2019. The overall student teacher ratio at UP FM in 2019/2020 is 10:1, and 5:1 at the Master in Management programme (total number of students 530, number of students at the MA in Management was 73).

Article 52 of the Slovenian Higher Education Law states that higher education teachers can have the following titles: assistant professor, associate professor, and full professor. According to Article 55 of the Law, assistant professors, associate professors, and full professors must have a doctorate and proven teaching skills. In accordance with national regulations, they prepare the curriculum, the annual plan for teaching, implement the course, prepare, and set examination dates and assess students. Other professionals involved in the implementation of courses under the supervision of the course coordinator include higher education associates (lecturers) and teaching assistants with lower titles, guest lecturers and field experts.

Table 9: List of academic staff as per tenure in UP FM

Faculty	2019/2020 Full-time	2018/2019 Full-time	2017/2018 Full-time	2016/2017 Full-time	2015/2016 Full-time
Full Professor	14	14	12	18	16
Senior Research Fellow	2	2	2		2
Associate Professor	15	15	12	12	12
Assistant Professor	14	13	17	19	18
Teaching assistant with doctorate		1	1	2	2
Teacher Associate/Senior Lecturer	3	4	6	5	6
Teacher Associate/Lecturer	3	3	2	2	2
Teaching Assistant	2	1	4	4	8
Total	53	53	56	62	66

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[11] See above chapter 3.4

Teachers at UP FM have acquired academic qualifications in line with the objectives of the programme. They all have a doctorate, and they are assistant professors, associate professors, or full professors. They are allowed to teach in the fields in which they have professional and academic references. Higher education teachers are all experts in their fields of expertise and regularly publish scientific papers and attend conferences. Teaching associates have a Master of science degree, teaching assistants have at least a university degree.

The University has installed tenure track regulations for teachers. Teachers may be elected to the titles in their respective fields by the university Senate for the duration of five years for associate professors and assistant professors with possibility of one extension for the same duration. Full professors are elected by the UP Senate for an unlimited duration.

All teachers are also active researchers and are involved in numerous on-going research projects at UP FM.

Faculty employment is planned according to enrolment in study programmes and needs in research projects. New employees are hired based on habilitation (higher education teacher licence) and experience; in case of great expertise but lack of proper habilitation the school facilitates the procedures and supports the candidate in order to assure an academic title where applicable. Employment plans and actual exercise are shown in the Annual Work Plan and Annual Work Report.

All higher education teachers' pedagogical and didactical qualifications are regularly evaluated by student survey with positive results. Each teacher gets an individual evaluation with their survey results, which is also discussed at their annual interviews with the Faculty's management. The performance evaluation of the course as such is discussed at teachers' course meetings and at departmental meetings. If necessary, additional workshops on higher education pedagogy and didactics are organised.

Higher education teachers and associates involved in the Master in Management programme demonstrate work/business experience in the fields in which they teach. According to their CVs many teachers have consulting experience both in public and private sectors. By participating in various international scientific-professional conferences and meeting, the teachers have the opportunity to actively promote professional and scientific achievements and result of their work.

Course coordinators are responsible for their course and for the coordination between all teachers delivering their course and for inviting field experts and visiting lecturers involved.

UP FM has shown several attempts to strengthen cooperation with the local economy and collaboration with foreign universities and research institutions. On a basic level, guests from companies and foreign HEIs give lectures at the Management programme, also conveying practice and ideas from the external environment to the Faculty.

Teachers have weekly consultation hours and personal and individual consultations upon student request. Teachers can also be reached by e-mail.

Faculty staff offer support to students also through guidance and assistance to the preparation of seminar papers, project work and the Master thesis. If the Faculty's management detects the need for interventions in terms of support or additional skills training, it offers them in the form of additional optional study units (e.g. workshops), and additional group or individual consultations provided by teachers.

Appraisal:

The panel has realized that the teaching staff capacity has been reduced during the last five years by about 20 %. On the other hand, the number of students during the same period dropped by about 70 %. Therefore, the ratio has been improved. Even when their teaching assignments in other study programmes, possibly even in other locations, are taken into account, the structure and number of faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programme. The UP FM verifies the qualifications of the faculty members (professors and teachers at every level) by means of an established procedure that is based on the Higher Education Law (Art. 54 ff.). It ensures both academic qualification and pedagogical competence. Specific measures for the further qualification of the faculty members are implemented.

The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programme. The UP FM ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. Specific measures for the further qualification of the faculty members are implemented. During the online conference it became clear that the members of teaching staff are highly motivated to teach and to improve the quality of the Master programme particularly in terms of content and didactics. The faculty's outstanding qualification and motivation is underlined by excellent student evaluation results. Also, during the online conference the panel has realised the high motivation of faculty members it could talk to.

The practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice.

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

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

Although the UP FM organises the Master programme with class attendance rather than as blended learning or e-learning (apart from the phase of the Covid-19 pandemic) and although the whole infrastructure of UP FM looks perfectly well the panel has the view that these digital techniques can offer an attractiveness for additional students from Slovenia and abroad. Therefore, it recommends the UP FM checking and considering working up blended learning courses which may extend the UP FM's opportunities.

	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

UP FM study programmes have coordinators or so-called programme administrators. In addition, Associate Deans are part of the management team and are thus involved in the decision processes at the Faculty. The Academic Office mainly offers support in systemic and systematic matters, planning new enrolments, analysing, and planning the new academic year, planning new courses and programmes, and making amendments in course curriculum and syllabi, as well as plan and monitor teacher workload. The Student Affairs Office handles admissions and enrolments, offers support and facilitates communication with students, assist them with grievance and other matters.

The administrative support for students and teaching staff, is organised as follows:

The Student Affairs Office is in direct contact with students. They provide support, answering questions and clearing up possible ambiguities. They inform students about everything that is relevant to them, novelties, and changes. The Student Affairs Office takes care of all admission and enrolment documentation as well as examination and thesis documentation.

The Academic Affairs Office is responsible for planning, organisation and communicating with teachers. The Academic Affairs Office is professional support to the Dean and his team in their decision-making process, preparing and accrediting procedures for new programmes.

In all commissions that deal with student and teaching staff matters student representatives and teaching staff are involved. These are

- Board for Academic Affairs. Board for Student Affairs – for undergraduate study programmes,
- Board for Student Affairs – for Master programmes,
- Board for Student Affairs – for Doctoral programmes,
- Board for Recognition of Foreign Education,

- Board for Recognition of Prior Learning,
- Board for Student Scientific Research,
- Board for Student Professional and Working Development,
- Board for Academic Tenure and Promotion and
- Board for Quality Assurance and Evaluations.

The administrative staff is qualified to support programme needs. UP FM takes care of the professional development of the administrative staff.

UP FM continually improves its modern information system by implementing and developing applications supporting the work processes. The key technological/IT application for administrative functions is called VIS (Visokošolski Informaci-jski Sistem – Higher Educational Information System). It is divided in two parts, one for employees and the other one for students. The student part is used to keep all personal information about students and their activities (enrolment, grades, degree, and requests). The employee part on the other hand is used for employee's contracts and other vital information about their activities and information about the educational process in general. The web part of VIS is called ŠIS (Študentski Informacijski Sistem – Student Information System). It is mainly used for students to keep track and be informed about their grades and other activities regarding their study at UP FM. It is also used by employees, especially teachers who use ŠIS to enter student examination degrees into the VIS/ŠIS system.

Students and employees use a web platform called E-classroom (Moodle) during the educational process. E-classroom is a Course Management System (CMS), also known as a Learning Management System (LMS) or a Virtual Learning Environment (VLE). It is a free web application that educators can use to create effective online learning sites. There they can find features like assignment submission, discussion forum, grading, online calendar, quiz, news, announcements, and files download.

The web page is divided into three main fields, which are fields that UP FM is involved in. Those are study opportunities, conferences and research and international relations. It is also divided by four different subfields which are designed for different groups of users. The first subfield is dedicated to future students who are seeking information about enrolment and studying at UP FM. The second subfield is for enrolled students. Here they can get all information regarding the Faculty and their study. The third subfield is for students who have already got their degree at the Faculty, Alumni. This is the area that we got involved in most recently and is still in the process of development. The fourth subfield is dedicated to so called "other guests". It is mainly for people seeking information about the Faculty and Faculty activities.

Appraisal:

During the online conference it became clear that Dean and programme administrator have decisive positions for the Master programme. The programme administrator coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes,

authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The UP FM offers the administrative staff opportunities for continuous professional development.

During the online conference, the panel members became convinced that the students are properly looked after by administrative and academic staff. The administrative staff acts as a service provider for students and faculty.

		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

UP FM co-operates with almost 70 higher education institutions aiming at fostering and widening mobility of students, professors, and staff for scientific, research and professional purposes, based on formal bilateral agreements. These cooperation agreements, mainly on research, student and staff mobility, have been made with universities from Russia, Finland, Canada, Turkey, Poland, Latvia, Spain, Italy, Bulgaria, Austria, and Belgium[12].

In the context of Erasmus+ the UP FM concluded 100 contracts with other universities abroad. There are inter-institutional agreements e.g. with the University of South Bohemia (Czech Republic) for the period of 2014 until 2021; with the Instituto Politechnico do Porto (Portugal) for 2018 to 2021 and with the University of Evora (Portugal) for 2015 to 2021.[13]

A more intensive collaboration with foreign higher education institutions is one of the priorities of UP FM. To make this a reality belongs to the responsibilities of the Dean for foreign affairs. During the academic year new contracts have also been signed with IPS Instituto Politecnico de Setubal from Portugal and Erasmushogeschool from Brussels Belgium, which have already resulted in exchange of several teachers and plans to start projects related to good teaching/learning practices, creativity and enhancing collaboration between industry and academia.

The UP FM adapted its study programmes and syllabi in accordance with the programmes/syllabuses of its strategic partner, Moscow School of Economics M. V. Lomonosov with the aim to attract students and graduates from Lomonosov to UP FM. This partnership with M. V. Lomonosov is, in addition, a part of UP FM's development and internationalisation strategy to become more recognised and attractive globally.

UP FM also co-operates with the following higher education offices and institutions in the field of education and research projects:

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[12] See SER pp. 73
[13] See SER Annex 2 pp. 98

- STEP RI Science and Technology Park of the University of Rijeka Ltd
- Groupe Kedge Business School; Official Chamber of Commerce, Industry and Shipping of Seville
- Cyprus Chamber of Commerce and Industry
- Lasithi Chamber of Commerce
- RCDI – Development and Innovation Network
- Durres Chamber of Commerce and Industry
- University of Rijeka, Faculty of Tourism and Hospitality Management
- Tourist and Economic Promotion Development
- European Network for Transfer and Exploitation of EU Project Results, Graz, Austria
- Institut für Integrierte Produktion Hannover, Hannover, Germany
- Katholieke Universiteit Leuven, Leuven, Belgium
- Voka – Kamer van Koophandel Oost-Vlaanderen, Ghent, Belgium
- Tiber Umbria Comett Education Programme, Perugia, Italy
- Dimension4, Città di Castello, Italy
- Universita degli studi di Perugia, Perugia, Italy
- Federación Vizcaína de Empresas del Metal, Bilbao, Spain
- Parbleu, Egmond aan den Hoef, the Netherlands
- Atech Elektronika d.o.o (ATech), Materija, Slovenia
- PILZ Belgium CVBA, Ghent, Belgium
- Interrogare GmbH, Bielefeld, Germany

UP FM has started to filter out contracts with foreign HEIs used by only few or no teachers, by students or staff for mobility. The Faculty encourages the academic staff to engage in common projects, partnerships, research, and teaching activities, by emphasizing the importance of continuing education and development, lifelong learning as well as by project-based learning, learning about learning, student-centred learning, and teaching.

Direct co-operation with the economic community remains one of the important directions of the Faculty. UP FM intends to reach a strategic partnership with two big institutions, Luka Koper and Pošta Slovenije, moreover, to include postgraduate students into research as well as into educational activities with research and development projects for the economic community. At present, co-operation with the economic community takes place in the form of special research projects, which are focused on finding solutions for specific problems (technology and knowledge transfer). Students were involved as active participants in the implementation of projects activities.

Table 10: List of projects with involvement of students

Subject	Project	Project duration	Number of participating students
Strategic management	Developing Entrepreneurship and Innovation Minor Programs in European Research Area - ENOVA št. Projekta oz. pogodbe 2014-1-TR01-KA203-013203	1.9.2014 -30.8.2017	5
Management and organizations	Management izobraževanja in zaposlovanja v družbi znanja P5-0049 (A)	1. 1.2015 -31.12.2019	5

Research in management – qualitative methodology	INKAMS	2017-2019	10
Management of creativity and innovation	Napredne izdelovalne tehnologije za visoko kakovostno in trajnostno proizvodnjo	1.1.2015 – 31.12.2020	19
Management of processes	Merjenje zrelosti procesne usmerjenosti v organizacijah v elektrogospodarstvu RS	2016	4
Project PKP	Učinkovita komunikacijska strategije z uporabo družbenih omeržij v podjetju Dinit d.o.o.	2016/2017	1
Project PKP	Največja spletna tiskarna v EU – brez tiskarne	2017/2018	1
Project PKP	Razvoj obalnih centrov ponovne uporabe	2015	1

Appraisal:

As the UP FM wants to attract more students and to improve the possibilities of mobility and student exchange it is important to cooperate with HEIs from abroad. The panel welcomes the endeavours of UP FM insofar, particularly the Erasmus+ - cooperation and the strategic partnership with the Lomonosov University. The scope and nature of cooperation with HEI, other academic institutions and networks relevant 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. However, the panel has the view that UP FM should intensify the efforts to become even more international. It recommends UP FM more intensively collaborating with preferred partner universities which will bring advantages for the University and for the programme. In this context the panel supports the Faculty to filter out cooperation that are not actively dealt with.

The 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 cooperation are not documented. On the other hand, the panel acknowledges the fact that about 90 % of the students have a job while studying. Therefore, many of them will already have a practical relationship to their study, which ends up with solving a practical problem for their company with the thesis. Above that, the panel recommends the UP FM to intensifying the cooperation with industry and public entities which enables students to widen their practical orientation and to gain advantages for teaching and learning. These activities will also contribute to the development of the students' qualification and skills.

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

4.4 Facilities and equipment

The UP FM has just moved into a new building. The new Faculty premises are above the northern ring road of Koper, overlooking the Port. The completely refurbished premises serve both the Faculty of Management and the Faculty of Education. On approximately 2600 m^2, there are lecture rooms, seminar rooms, laboratories, offices for teachers and supporting stuff, archive, library, a conference room, a computer room, and other facilities that improve the conditions for teaching and learning.

In Koper, students have several different options to access computers and the wireless computer network EDUROAM.

The main Faculty building in Koper houses a library open to all students, teachers and researchers and other staff as well as other visitors. The library has over 7,400 registered members and serves two Faculties: The Faculty of Management and the Faculty of Education (UP PEF). The primary aim of the library is to provide support to educational and research activities carried out by UP FM an UP PEF, it focuses on creating access to knowledge and to improve the quality of learning. It is supplied with management and business books in Slovenian and other languages, as well as with periodicals in various areas, while students also have access to different databases via the Internet.

The library provides specialised literature and periodicals, mostly in Slovenian and English, inter-library lending, Internet access, etc. The UP FM and UP PEF library has around 25,000 units of library material from the areas covered by both faculties.

All library users have access the virtual library of Slovenia COBISS/OPAC Catalogues and Databases where they can get all information about the literature that the Faculty can provide (http://www.cobiss.si/cobiss_eng.html and follow the path: COBISS/OPAC Catalogues and Databases > University of Primorska > Faculty of management and Faculty of education Koper).

The library services are collecting and classifying monographies, journals for Bachelor and Master students, and Specialist Works and Dissertations; loan and inter-library lending activities; providing information; services coming up to the high expectations and demands of library users; collecting and keeping records of bibliographies of the UP FM employees. The library also builds an online digital theses library which covers more than 1,800 digitalised theses in full-text.

At present, the library purchases about 500–800 monographies a year and subscribes to approximately 100 journal titles. The library provides access to a collection of about 30,000 volumes and the following databases and e-periodicals: Science Direct, Emerald, SpringerLink, JSTOR, Sage Premiere, Wiley InterScience, DOAJ, Ebsco, ProQuest, GVIN.

There are eight computers for students which can be accessed during working hours of the library. The opening hours are calculated on the average visit of the library users and centred in the process of other activities of the UP FM.

The panel received 17 photos from UP FM. They show the following areas of the Faculty premises: entrance and hall, big lecture hall, small lecture rooms, conference rooms, computer room and library.

Appraisal:

The panel welcomes that UP FM could move to new premises that offer staff and students modern and sufficient room for teaching, learning and research. It relies on the UP FM descriptions in the SER and the photos as well as the information that was given during the online conference. As far as it was able to get a realistic impression in terms of quantity, quality, media, and IT facilities and of the teaching rooms the UP FM infrastructure meets the standards required for the programme, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The teaching rooms and labs are equipped with state-of-the-art technology. For special contents of the curriculum (e.g. business games, role-playing game, virtual elements), the HEI possesses appropriate rooms with the specific technical components needed.

The 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 in the library and also kept up to date.

	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 Centre is part of the administration at university level. It serves all university members and provides counselling advice and career development among other activities. By establishing a network of career counsellors to assist academic and career decision making and with the integration of academic and social environments, the University of Primorska facilitates its graduates access to the labour market. The activities include round-tables, workshops, lectures and seminars for students, company presentations, direct visits to future working environments and the Alumni club meetings.

Round-tables are organised to discuss current issues in career development and the labour market. How to write a good personal presentation, job interviews, where and how to find the right information, and related topics are offered to students in the form of workshops for the acquisition of additional skills and practical knowledge to effectively enter the labour market. This is also being done by the UP FM. Invitations are published by UP FM's public relations office, available at http://www.fm-kp.si/novice.

With visits to enterprises and with company presentations students learn about the requirements and expectations in practice, gain personal experience of the working environment and have the

opportunity to contact potential employers. Meetings with former students and graduates are seen as a useful opportunity to spread their personal network of contacts and therefore one of the possible ways of building a career. Alumni meetings facilitate the co-operation, socialising and exchange of experiences among graduates and, as a result, link the university with the wider environment. By using the info portal www.ustvarikariero.si, students are able to set up their competence portfolio, obtain information on study programmes and other forms of lifelong learning.

The University development centre and University Incubator of Primorska works alongside the University which encourages and promotes entrepreneurship as well as creating new knowledge-based companies, especially among students, pedagogical employees, researchers, and other residents. They choose from among many ideas an innovative, knowledge-based, and market-oriented idea and guide them through the pre-incubation and incubation process. They assure comprehensive support for the development of the idea and found new companies with high added value and new research organisations.

Their services allow for the development of new companies which start from innovative entrepreneurial ideas in the academic and economic environment. Anyone can start their entrepreneurial path here, however the scope and form of assistance depends on the phase of incubation.

The UP FM has an alumni network. In 2010, the alumni association was established at UP FM, called UP FM Alumni. It brings together graduates, former students, former employees, and other friends of the Faculty. Several of the members are representatives of well-established companies, of local, national, and international environment.

However, according to UP FM data protection regulations (GDPR) and high cost of implementation of an alumni club put limitations to the alumni activities. UP FM intends to get the alumni activities more visible within individual modules in which graduates will be able to voice their opinions and contribute towards further development of UP FM programmes.

Counselling and welfare services are an integral part of the UP FM services and are offered on a regular basis through Student Affairs Office during office hours (Monday, Tuesday, and Friday from 10.00 to 13.00, Wednesday from 13.00 to 16.30). Student Affairs Officers are permanently available via e-mail.

Appraisal:

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

The panel welcomes that an alumni network has been set up. It recommends the UP FM putting much more emphasis on using this network for the sake of students and Faculty.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5 Additional services					

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

4.6   Financing of the study programme (Asterisk Criterion)

UP FM is a state institution and therefore financed by the state. For all study programmes UP FM receives about 2,500,000 EUR and an additional 800,000 EUR for research programmes. These amounts are equally shared across UP FM's three postgraduate programmes.

Financial planning for the implementation of the study programmes is done on an annual basis. Detailed plans are made for the upcoming academic year. Financial planning is conducted on the basis of:

- the number of full-time and part-time students and the tuition fees (paid by the state or students),
- the number of courses to be carried out in the academic year,
- the number of contact hours per course,
- the costs of mentoring (graduation),
- the planned Faculty and staff and costs of workload,
- the operating costs of the study programme per student,
- the fixed and material costs of general services and the management shouldered by the study programme.

Tuition fees are paid only by part-time students and by students who have, according to the Slovenian NQF, already completed the 7th educational level. Tuition fees are approved by the University Managing Board. The tuition fee for the Master's in Management programme for the 2019/2020 academic year 4,000 EUR per year and payable in instalments.

The funding of UP members is monitored at university level by the UP Managing Board. The elected UP Managing Board has nine members, namely: three representatives of the founder, four representatives of universities, including three workers engaged in higher education and scientific research and one from the other sectors; one student representative and one representative of employers. The UP Managing Board reviews the financial performance of UP members on a quarterly basis. The financial performance of UP members is also regularly audited by the following processes, managed by the university:

The University of Primorska has adopted monitoring and checking the decisions of management as well as the compliance of their business and accounting practices with the relevant legislation and internal acts.

Appraisal:

The panel is convinced that the Master programme is funded for the entire accreditation period so that students will definitely be able to complete their studies.

	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

The UP FM is bound to the quality assurance principles in order to constantly improve the standards of quality of all its operations. The UP FM Quality Assurance Manual from December 2015 contains a detailed description of the quality assurance policies, processes, and measures. Quality assurance is seen as a constant process of implementing planned activities in various segments, constantly monitoring them, analysing outcomes, and taking actions to either proceed with good practices or take steps to improve activities to the benefit of all stakeholders. The implementation carried out by the teaching staff is assessed and analysed by teachers themselves and all interested parties (students, fellow teachers, and stakeholders (employers, other HEIs, evaluators, etc.), monitored through end-of-course questionnaires, UP questionnaires and focus group interviews. The analysis of data gathered and the monitoring of achieved goals lead to a self-evaluation process which consists of proposing changes, accepting them, and optimizing processes. The measures to be taken and goals to be achieved are prepared by Faculty departments, after being thoroughly discussed with the Faculty management and before being put into practice in the following academic year within a new quality assurance cycle.

According to UP FM, the Faculty has achieved progress in terms of quality management, especially in terms of quality assurance related to learning and teaching[14]. UP FM has introduced several activities aimed at a continuous improvement cycle, which enable the improvement of the quality of learning and teaching, and which fosters the development of a quality culture among all stakeholders (students, teachers, and administrative staff).

The system of QA has several phases:

- planning and preparing educational work,
- updating and supplementing study programmes,
- gathering opinions from stakeholders,
- evaluating and reporting,
- monitoring measures to eliminate problems and shortcomings,
- development and care for the implementation of monitoring systems and implementation of quality.

UP FM surveys students which elective subjects they wish to take in the upcoming academic year. This analysis and preparation of frameworks provide the base for planning which has to be passed by the UP FM Senate. The Chair of Department[15] sends the set of obligatory and elective subjects by calling for the submission of implementation plans by individual teachers. The management along with the Chair of Department align the proposed plan and confirm it. In May and June, the departments, supervisors, and teachers prepare the implementation by subject for the next academic year.

Once the Report of Educational Activities and the Report on the Opinion Survey have been published, the Chair of Department is called to make any necessary amendments and changes and supplements to educational work. The departments are asked to issue a proposal for changes and/or updates to the current programmes.

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[14] See SER p. 83
[15] See above chapter Information on the Institution

Teachers are asked to write a report on how their courses are updated on a yearly basis. For the course Management and organisations, the following has been updated during the last couple of years: they introduced the impact of socially responsible management standards on the business success of an organisation, organisational culture in public sector, corporate policy, and the degree of management sophistication in Slovenian companies, managerial competencies, and organisational structure, etc.

Large changes that lead to a complete renewal of the programme are made so that all stakeholders are involved (teachers, students, support staff, external stakeholders, partnering institutions from abroad). Meetings are held within all departments, at the level of Faculty management in order to allow for the exchange of ideas and to harmonise and coordinate the whole procedure. If everything is agreed upon, Faculty Senate discusses it, before the change is submitted to the University Senate.

Every year UP FM prepares the following reports:

- Report of Educational Activities (November for the previous academic year), where monitoring, identification, and quality assurance of institutions as well as the educational activities are presented,

- Report on Student Opinion Surveys, Report on Employee Opinion Surveys,

- Scientific research and development activities (February for the previous calendar year), where monitoring, identification, and quality assurance in the area of scientific research and development activities of institutions are presented,

- Self-Evaluation Report with indicators for success, which is a part of the Self-Evaluation Report of the University. The UP Regulations of Self-Evaluation Report provide an assessment of the current situation, analysis of strengths and weaknesses as well as proposals and recommendations for amending shortcomings and improving quality. In the report indicators such as organisation, educational activities, research activities, international co-operation, lifelong learning, personnel, premises, and material conditions as well as financing activities are considered.

- UP FM Annual Report, in which all goals, expected results as well as the actual realisation of the set goals are outlined for each academic year. A comparison between the expected results and the realisation in each academic year allows for the monitoring of goals reached with regards to quality assurance.

The Commission for Quality and Assessment and the UP FM Senate, where students are also represented as stakeholders in the educational process, deal with these reports. The results are presented to stakeholders within the Faculty. More pressing problems are presented to the Academic Council and Pedagogical Council.

Evaluations by students are seen by UP FM as an important indicator of quality assurance. The evaluations of teaching, materials, work-load, etc. are a valid and reliable instrument, which enables adequate the Faculty to improve teaching practices.

Students are given end-of-course questionnaires which have the purpose to show how far the individual teaching practice of a teacher is accepted, what teachers should change and how they should act in the near future in order to increase the quality of their courses.

Also, at UP FM level the evaluation by students is carried out every year in an on-line "Student Survey" which among others includes questions on the student workload. The results of the student opinion survey are analysed and presented to the Board for Quality and Evaluations and then to the FM Senate which accepts the final version of the report. The report is presented to the academic board, departments, and the student board.

For the workload assessment, students self-evaluate how many hours they spend on average on each course activity. The results are analysed and used for improving course performance and amendments in future years and planning amendments to the study programme. The analysis of student success becomes the basis for planning modifications and changes in the implementation as well as changes to contents of courses and teaching methods used by the Faculty.

There is a supervisor of each course who receives detailed analyses of scores for the course and the performance of all teachers involved, based on the student evaluations. Teachers receive individual scores for their performance. Individual results for each teacher over a five-year period are also used as one of the supporting documents for renewing Faculty tenure (habilitation procedure).

To some extent, the UP FM uses the expertise of alumni, employers and third parties. According to the UP FM 's feedback on the draft of this report graduates are asked to fill in questionnaires on a bi-yearly basis which is analysed and serves for improving the programme. The Dean and Vice-Deans use talks with employers before updating the Master programme. Also, employers are asked to accept students for spending an extensive period of time working in their companies.

The following programme documentation is available at the Academic Affairs Office:

- application for accreditation to the Slovenian National Quality Agency for Higher Education,
- course syllabus for each course accredited,
- data on Faculty responsible for course supervision and performance,
- data on amendments of the programme and of the syllabus,
- data on year-to-year implementation of the programme (where, who, how)
- data on students and the grades they obtained,
- data on student admission, retention, success and completion and degrees awarded,
- data on student surveys,
- data on graduates and their thesis,
- thesis archive,
- reports on results of student surveys,
- minutes of committee meetings,
- minutes of departmental meetings,
- written examinations are archived for three months from the date of examination by teachers. During this period, students have the possibility to meet and discuss results.

The activities which take place during the academic year are documented and published in online news, teachers announce guest lecturers in the ŠIS and online, and students are informed via online notices and in annual reports and student handbooks. A publication is issued every ten years on the achievements to date of the Faculty of Management.

Appraisal:

The panel welcomes the extensive quality assurance activities of the UP FM that are based on a detailed internal manual. The quality assurance and development procedures, which systematically and continuously monitor and develop the quality of the programme with respect to its contents, processes, and outcomes, have been set up. They take into account the evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of 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.

Evaluation 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. The UP FM uses student questionnaires and a student survey for feedback concerning teaching and programme design.

Quality 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 development process.

Taking into consideration UP FM's quality management, the panel regrets to see that by now an external evaluation on a regular basis is not being carried out. A prescribed procedure for such a feedback does not exist. The panel recommends the UP FM including feedback from alumni, employers and third parties into the quality management with a regular and systematic procedure.

The study programme's content, curriculum and examination scheme have been suitably documented and published (e.g. curriculum and exam regulations).

The UP FM regularly publishes current news and information – both quantitative and qualitative – about the study programme.

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

Quality profile

HEI: University of Primorska, Faculty of Management

Master programme: Management, M.A.

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

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

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