

# Decision of the FIBAA Accreditation and Certification Committee



7<sup>th</sup> Meeting on September 28, 2022

## PROGRAMME ACCREDITATION

<b>Project Number:</b>	18/083
<b>Higher Education Institution:</b>	Azerbaijan State Oil and Industry University
<b>Location:</b>	Baku, Azerbaijan
<b>Study Programmes:</b>	<ol style="list-style-type: none"><li>1. Bachelor of Business Administration Programme in Managerial Science (BBA)</li><li>2. Bachelor of Business Administration Programme in Business Economics (BBA)</li><li>3. Organizations Management (M. Sc.)</li><li>4. Human Resources Management (M. Sc.)</li><li>5. Marketing Management (M. Sc.)</li></ol>
<b>Type of Accreditation:</b>	initial accreditation

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 programmes are accredited with one condition.

**Period of Accreditation: September 28, 2022 until September 27, 2027**

### Condition:

The University implements a formalised process to inform the parties surveyed about the evaluation results and the quality assurance measures derived from them.

**Proof of meeting this condition is to be supplied by June 27, 2023.**

**The condition is fulfilled.**

**The decision was made by the FIBAA Accreditation and Certification Committee on June 14, 2024**

The FIBAA Quality Seal is awarded.



## Assessment Report

---

---

**Higher Education Institution (HEI):**

Azerbaijan State Oil and Industry University (ASOIU)  
Baku, Azerbaijan

---

**Bachelor/Master study programmes:**

1. Bachelor of Business Administration Programme in Managerial Science
2. Bachelor of Business Administration Programme in Business Economics
3. Organizations Management
4. Human Resources Management
5. Marketing Management

---

**Qualification awarded on completion:**

1. BBA – Managerial Science
2. BBA – Business Economics
3. Master of Science (M. Sc.)
4. Master of Science (M. Sc.)
5. Master of Science (M. Sc.)

# General Information on the study programmes

---

## **Brief description of the study programmes:**

### **Bachelor of Business Administration Programme in Managerial Science (BBA - Managerial Science)**

The programme is designed to develop students' views and perspectives on leadership, entrepreneurship and ethics. Students enrolled in Managerial Science can expect to derive fundamental understandings in the core concepts of Business Management. The programme addresses business strategies and principles and aims to deliver key aspects of business understanding and professional ethics to its students.

### **Bachelor of Business Administration Programme in Business Economics (BBA - Business Economics)**

Over the course of the programme, students study how private businesses, governments and households make decisions in producing, consuming and distributing goods. The programme should not only contribute to the development of analytical skills, but also enable students to acquire applied skills in the fields of business and economics. It aims to promote flexibility and the ability to solve new problems as well as communication. The emphasis is made on individual subjects on Economics, Accounting and Finance.

### **Organizations Management (M.Sc.)**

The programme introduces operations and process management and explains how the operations function fits within the organisation overall. The students shall acquire tools and techniques necessary to build a successful career within the growing global business environment as well as develop knowledge in key areas including consumer behaviour, marketing planning, branding and the use of digital technologies.

### **Human Resources Management (M.Sc.)**

The main objective of the programme is to provide a sufficient methodological and fundamental spectrum for a successful professional activity in Human Resource Management projects. Therefore, the emphasis is on individual subjects on Human Resource Management, Project management and organisation, Business Modelling, Economics, Leadership and Competences, as well as Human Resource Marketing. The focus is particularly on gaining skills and abilities to work both in project teams and participating in appropriate case study analysis, assignments, and presentations.

### **Marketing Management (M.Sc.)**

The programme is designed to provide students with an integrated knowledge of the contemporary theories and practices utilized within industry. The students shall acquire tools and techniques necessary to build a successful marketing career within the growing global business environment as well as develop knowledge in key areas including consumer behaviour, marketing planning, branding and the use of digital technologies. Students shall also develop stronger analytical, leadership and decision-making skills as well as the capability to analyse and interpret markets, the ability to conceive and put into practice effective solutions that a company can adopt in dealing with various marketing issues.

---

**Type of study programme:**

Managerial Science and Business Economics: Bachelor programme

Organizations Management, Human Resources Management, and Marketing Management: Master programme

---

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

Bachelor programmes: 8 semesters, 240 ECTS credits

Master programmes: 4 semester, 120 ECTS credits

---

**Mode of study:**

For all programmes: full-time

---

**Didactic approach:**

For all programmes: study programmes with obligatory class attendance

---

**Double/Joint Degree programme:**

For all programmes: no

---

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

For each programme: 25 students per year, no parallel classes

---

**Programme cycle starts in:**

For all programmes: Fall semester

---

**Initial start of the programme:**

Business Economics: 2006

Managerial Science: 2016

Organizations Management: 2017

Human Resources Management: 2017

Marketing Management: 2017

---

**Type of accreditation:**

For all programmes: initial accreditation

---

# Procedure

A contract for the initial accreditation of the Managerial Science (BBA), Business Economics (BBA), Organizations Management (M.Sc.), Human Resources Management (M.Sc.), and Administration in Marketing Management (M.Sc.) was made between FIBAA and the Azerbaijan State Oil and Industry University (ASOIU) on October 29, 2018. On December 28, 2019, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation are met. Due to the Covid-19 pandemic the procedure had to be postponed. In May 2022, the HEI sent an updated version of the self-evaluation report.

At the same time, FIBAA appointed a review panel<sup>1</sup>. The HEI agreed with the chosen experts. The panel consisted of:

**Prof. Dr. Reinhard Bachmann**

University of London, United Kingdom  
Professor of International Management

**Prof. Dr. Irina Duscher**

Euro-FH, University of Applied Sciences, Hamburg, Germany  
Professor of Business Administration, in particular Controlling & Finance

**Adriana Cacciatore**

University of Applied Sciences Munich, Germany  
Student of Entrepreneurship and Digital Transformation (M.A.)  
(completed: Dual Studies in Business Administration Industry (B.A.))

**Dr. Olaf Neitzsch**

Dr. Olaf Neitzsch Consulting  
General Director

**Elkin Nurmammadov**

ADA University, Baku, Azerbaijan  
Dean, School of Business

FIBAA project manager:

Adriane Janosch

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference. The online conference took place on March 29 - 31, 2022 via the video conferencing tool Zoom. At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the HEI.

---

<sup>1</sup> The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for comment on September 2, 2022. The statement on the report was given up on September 9, 2022. It has been taken into account in the report on hand.

# Summary

The study programmes

- Bachelor of Business Administration Programme in Managerial Science (BBA),
- Bachelor of Business Administration Programme in Business Economics (BBA),
- Organizations Management (M.Sc.),
- Human Resources Management (M.Sc.), and
- Marketing Management (M.Sc.)

offered by Azerbaijan State Oil and Industry University (ASOIU) fulfil with one exception the FIBAA quality requirements for bachelor and master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on September 28, 2022 and finishing on September 27, 2027 under one condition. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The panel members identified need for improvement regarding the following aspect<sup>2</sup>: *Quality assurance and quality development* (concerning the lack of communication of results and measures). They recommend the accreditation on condition of meeting the following requirements:

**Condition** (see chapter 5.1):

The University implements a formalised process to inform the parties surveyed about the evaluation results and the quality assurance measures derived from them.

Proof of meeting this condition is to be submitted by June 27, 2023.

The panel members also identified a few areas where the programme could be further developed:

- The panel recommends that the lecturers' examination corrections and feedback should be more detailed (see chapter 3.1.7).
- The panel recommends reviewing and regularly updating the literature references in the course descriptions (see chapter 3.3.2).
- The panel recommends increasing the share of full-time faculty (see chapter 4.1.1).
- The panel recommends considering the implementation of internal procedures to support the already employed full-time lecturers with academic promotions in order to increase the number of full-time lecturers with a PhD degree (see chapter 4.1.2).
- The panel recommends considering having the ASOIU Alumni and Career Center as a traditional career centre with a permanent contact person who is exclusively responsible for career counselling (see chapter 4.5).

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

There is one criterion in which the programmes exceed the quality requirements:

---

<sup>2</sup> This aspect is an asterisk criteria which means that they are essential for the study programme.

- Foreign language contents (see chapter 3.4)

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



# List of Tables

- Table 1: Statistical Data: Business Economics .....11
- Table 2: Statistical Data: Managerial Science .....12
- Table 3: Statistical Data: Organizations Management .....13
- Table 4: Statistical Data: Human Resource Management..... 14
- Table 5: Statistical Data: Marketing Management .....15
- Table 6: Curriculum overview: Business Economics..... 25
- Table 7: Curriculum overview: Managerial Science ..... 29
- Table 8: Curriculum overview: Organizations Management..... 32
- Table 9: Curriculum overview: Human Resource Management ..... 34
- Table 10: Curriculum overview: Marketing Management..... 36
- Table 11: Grading table ..... 42
- Table 12: Organisational Structure of the BA Programmes ..... 55
- Table 13: Faculty classrooms, their capacities, and teaching equipment..... 58

# Information

## Information on the Institution

Being the pioneer oil and gas educational school across Europe and Asia, the Azerbaijan State Oil Academy (since 2015 Azerbaijan State Oil and Industry University (ASOIU)) was founded in November 1920. Covering several scientific institutes and 18 scientific research labs, ASOIU provides education to both local and international students. ASOIU offers undergraduate, masters and postgraduate level degrees. This higher educational school acted under different names in various periods.

Since its establishment, the Azerbaijan State Oil and Industry University primarily aims to educate self-confident, highly qualified, dedicated and determined individuals. There are seven faculties (Faculty of Geological Exploration, Faculty of Oil and Gas Production, Faculty of Chemical Technology, Faculty of Oil Mechanical Engineering, Faculty of Power Engineering, Faculty of Information Technologies and Control, and Faculty of Economics and Management) that shall train highly qualified specialists for the oil industry. The study programmes at hand belong to the Faculty of Economics and Management.

A multistage educational system is put in place: at the bachelor stage students are trained on 53 specialties and at the masters 50 specialties. There are postgraduate and doctorate departments at ASOIU as well. All programmes at ASOIU have been approved by the Ministry of Education of the Republic of Azerbaijan and are audited by the Chamber of Accounts of the Republic of Azerbaijan.

Nearly 9,000 students and 1,000 employees in research, teaching and administration belong to the University's community. Throughout its history, ASOIU has prepared more than 100,000 engineers, approximately 2,000 candidates of sciences and over 250 doctors of sciences. Nearly 140,000 students have been educated at the University up to date. The graduates of the University work in over 70 countries.

Currently, the University has cooperation agreements with over 106 universities/organisations from more than 28 countries. In the frames of existing agreements, the University realises students and staff mobility as well as mutual scientific projects. With the Erasmus+ International Credit Mobility, the ASOIU students gain the opportunity to study for a short period in leading universities of Europe. Furthermore, the Mevlana programme creates opportunities for academic mobility with Turkish universities.

Since 2015, ASOIU has been taking part in the Erasmus+ network. Within Erasmus+ network, the University participates in various projects for the improvement of the quality of higher education.

The ASOIU is member in several regional and international associations such as the European Universities Association, Eurasian Silk Way Universities Consortium, International Association of University Presidents, Caucasus University Association, International Association of Energy Universities, DAAD (German Academic Exchange Service) and AIESEC Alumni International.

## Statistical data

### BBA Programme in Business Economics

Table 1: Statistical Data: Business Economics

		2009-10	2010-11	2011-12		2016-17	2017-18	2018-19
# Study Places		25	25	25	,	25	25	25
# Applicants	$\Sigma$	24	25	24	,	25	24	25
	f	9	6	9	,	11	11	7
	m	15	19	15	,	14	13	18
Application rate		96.00%	100.00%	96.00%	,	100.00%	96.00%	100.00%
# First-Year Student	$\Sigma$	24	25	24	,	25	24	25
	f	9	6	9	,	11	11	7
	m	15	19	15	,	14	13	18
Rate of female students		0.375	0.24	0.375	,	0.44	0.4583333333	0.28
# Foreign Students	$\Sigma$				,	1	1	1
	f				,			1
	m				,	1	1	
Rate of foreign students		0	0	0	,			
Percentage of occupied		96.00%	100.00%	96.00%	,			
# Graduates	$\Sigma$	22	23	17	,			
	f	6	9	7	,			
	m	16	14	10	,			
Average duration of study		8 semester	8 semesters	8 semesters	,	8 semesters	8 semesters	8 semesters
Average grade of final degree		3,00/4,00	3,50/4,00	3,50/4,00	,			

## BBA Programme in Managerial Science

**Table 2: Statistical Data: Managerial Science**

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022 prediction ...
# Study Places	25	25	25	25	25	25
# Applicants	∑	25	25	25	25	23
	f	10	16	14	8	9
	m	15	9	11	17	14
Application rate	100,00%	100,00%	100,00%	100,00%	100,00%	92,00%
# First-Year Student	∑	26	25	25	26	27
	f	10	16	14	8	9
	m	15	9	11	18	16
Rate of female students	0,384615385	0,64	0,56	0,307692308	0,703703704	0,36
# Foreign Students	∑	1	0	0	1	2
	f	0	0	0	0	0
	m	1	0	0	1	2
Rate of foreign students	0,038461538	0	0	0,038461538	0,074074074	0,08
Percentage of occupied study places	104,00%	100,00%	100,00%	104,00%	108,00%	100,00%
# Graduates	∑	0	0	0	26	25
	f	0	0	0	10	16
	m	0	0	0	16	9
Average duration of study	8 semester	8 semester	8 semester	8 semester	8 semester	8 semester
Average grade of final degree	2,50/4,00	2,50/4,00	2,50/4,00	2,50/4,00	2,50/4,00	2,50/4,00

## Organizations Management (M.Sc.)

Table 3: Statistical Data: Organizations Management

		2019-2020	2020-2021	2021-2022
# Study Places		25	25	25
# Applicants	$\Sigma$	19	24	24
	f	8	14	11
	m	11	10	13
Application rate		76,00%	96,00%	96,00%
# First-Year Student	$\Sigma$	19	24	24
	f	8	14	11
	m	11	10	13
Rate of female students		0,421052632	0,583333333	0,458333333
# Foreign Students	$\Sigma$	0	1	0
	f	0	1	0
	m	0	0	0
Rate of foreign students		0	0,041666667	0
Percentage of occupied study places		76,00%	96,00%	96,00%
# Graduates	$\Sigma$	17	12	
	f	9	7	
	m	8	5	
Average duration of study		4 semester	4 semester	4 semester
Average grade of final degree		3,00/4,00	3,00/4,00	3,00/4,00

## Human Resources Management (M.Sc.)

Table 4: Statistical Data: Human Resource Management

		2019-2020	2020-2021	2021-2022
# Study Places		25	25	25
# Applicants	∑	14	25	23
	f	10	19	20
	m	4	6	3
Application rate		56.00%	100.00%	92.00%
# First-Year Student	∑	14	25	23
	f	10	19	20
	m	4	6	3
Rate of female students		0.714285714	0.76	0.869565217
# Foreign Students	∑	0	0	0
	f	0	0	0
	m	0	0	0
Rate of foreign students		0	0	0
Percentage of occupied study places		56.00%	100.00%	92.00%
# Graduates	∑	9	10	
	f	5	5	
	m	4	5	
Average duration of study		4 semester	4 semester	4 semester
Average grade of final degree		3,00/4,00	3,00/4,00	3,00/4,00

## Marketing Management (M.Sc.)

**Table 5: Statistical Data: Marketing Management**

		<b>2017-2018</b>	<b>2018-2019</b>
<b># Study Places</b>		25	25
<b># Applicants</b>	$\Sigma$	19	12
	f	14	9
	m	5	3
<b>Application rate</b>		76,00%	48,00%
<b># First-Year Student</b>	$\Sigma$	19	12
	f	14	9
	m	5	3
<b>Rate of female</b>		0,736842105	0,75
<b># Foreign Students</b>	$\Sigma$	0	0
	f	0	0
	m	0	0
<b>Rate of foreign</b>		0	0
<b>Percentage of</b>		76,00%	48,00%
<b># Graduates</b>	$\Sigma$	-	8
	f	-	6
	m	-	2
<b>Average duration</b>		4 semester	4 semester
<b>Average grade of</b>		0/4,00	0/4,00

# Programme Description and Appraisal in Detail

## 1. Objectives

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

#### **BBA Programme in Business Economics**

The aim of the programme is to provide students with a high-quality interdisciplinary education in both economics and business management and the ability to effectively solve managerial and technical problems related to planning, organising and controlling in all performance areas of business. A methodological and fundamental spectrum for a successful professional activity in projects related to Economics and Business shall be provided. Graduates shall be able to combine theory and practice using methodical research methods as well as have an understanding of applicable techniques and methods and their limitations. They shall also be able to demonstrate relevant personal and interpersonal skills that include cognitive skills of critical thinking, analysis and synthesis as well as the capability to identify assumptions, and to detect false logic or reasoning.

The programme shall enable graduates to earn management and technical positions in state and non-state organisations, business and other institutions.

Within the framework of business economics, the following skills should be obtained:

- expertise in the field of business economics,
- ability to transfer the acquired knowledge into practice and to solve professional and working problems, especially by searching new sources of knowledge,
- capability to communicate between economics and business, strategic management, and marketing,
- improvement in communication abilities and skills,
- ability to cooperate and work in teams,
- flexibility, creativity, initiative, and self-reliance in decision-making and in completing most of demanding tasks.

#### **BBA Programme in Managerial Science**

The aim of the programme is to provide a high-quality education in both business management and research fields and to enable graduates to earn management and technical positions in public and non-public organisations, businesses and different institutions. The students shall gain knowledge in organising and controlling a company's resources in the most efficient way.

The programme focuses on project management techniques, research methods, quality control, and different ways to effectively communicate and motivate employees. It shall provide an opportunity to develop strong quantitative and analytical skills, an in-depth understanding of how companies work, and a rigorous foundation in the key skills needed to build successful careers in global



businesses. It seeks to inculcate the most essential theoretical and practical skills that would help in the overall development of the students.

The students shall get advanced knowledge and skills in economics and should assert themselves in the sphere of economic application (banks, economic departments of local authorities, enterprise, central economic institutions, computer centers and research institutions). Graduates should be capable of advanced abstract thinking, which is necessary for formulating and problem solving, and they can continue their studies in corresponding postgraduate studies at different economic schools or work in the economic, financial or informatics spheres.

Within the framework of Managerial Science the following skills should be obtained:

- expertise in the field of management,
- ability to transfer the acquired knowledge into practice and to solve professional and working problems, especially by searching new sources of knowledge,
- capability to communicate between stakeholders,
- ability to use strategic management and marketing tools,
- ability to cooperate and work in teams,
- flexibility, creativity, initiative and self-reliance in decision-making and in completing most of demanding tasks,
- ability to use project management tools and apps.

### **Organizations Management (M.Sc.)**

The programme shall equip students with skills in the strategic and efficient management of resources as well as planning, designing, implanting, controlling and perfecting integrated systems in order to gain a better competitive position.

The graduates shall learn how to formulate and implement innovative strategies in organisations, propose systemic improvements, analyse and carry out organisational research, effectively manage diverse projects in organisational modernisation and improvement, and integrate the knowledge and skills required for the strategic, functional and cultural management of the organisation.

Organizations Management is a programme for students who can be involved in the management of operations process, i.e. the process of manufacturing, service delivery, distribution, and supply. The students will acquire the tools and techniques necessary to build a successful marketing career within the growing global business environment as well as develop knowledge in key areas including consumer behaviour, marketing planning, branding and the use of digital technologies.

The major skills that students should obtain in the programme are the following:

- planning
- communication
- decision-making
- delegation
- problem-solving
- motivating
- interpersonal skills

- adaptive leadership

### **Human Resources Management (M.Sc.)**

The aim of this programme is the intermediary of a methodological and fundamental spectrum for a successful professional activity in Human Resource Management projects. It shall provide the role of a human resource professional as a strategic partner in managing today's organisations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labour relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analysed in the programme. Best practices of employers of choice are considered.

The focus of study is made particularly, on gaining skills and abilities to work both in project teams and participating in appropriate case study analysis, assignments, and presentations. Besides, the Master programme aims at obtaining abilities necessary for the tasks management at the operational level.

Within the framework of Human Resource Management the following skills shall be obtained:

- expertise in the field of Human Resource Management,
- ability to transfer the acquired knowledge into practice and to solve professional and working problems, especially by searching new sources of knowledge,
- capability to communicate between business and computer sciences, and informatics,
- improvement in communication abilities and skills,
- ability to cooperate and work in teams,
- flexibility, creativity, initiative and self-reliance in decision-making and in completing most of demanding tasks.

### **Marketing Management (M.Sc.)**

The programme is designed to provide students with an integrated knowledge of the contemporary theories and practices utilised within marketing business area. The students shall acquire the tools and techniques necessary to build a successful marketing career within the growing global business environment as well as develop knowledge in key areas including consumer behaviour, marketing planning, branding and the use of digital technologies. They shall also develop strong analytical, leadership and decision-making skills as well as the capability to analyse and interpret markets, to conceive and put into practice effective solutions that a company can adopt in dealing with various marketing issue.

Marketing Management is a programme for students who wish to be involved in the marketing research operations process, i.e. the process of manufacturing, service delivery, distribution, and supply. Successful graduates should be able to demonstrate a range of cognitive and intellectual skills together with techniques specific to business and management.

## Appraisal:

The qualification objectives of the programmes are explained and convincingly presented in relation to the target group and the envisaged professional field. The objectives embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality.

The qualification objectives correspond with the aspired level at graduation that ASOIU wants to achieve with the programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1* Objectives of the study programme (Asterisk Criterion)			X <sup>3</sup>		

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

The international orientation is a focal point of the programme design. For example, the language of instruction in all five programmes is English and supporting course materials, such as case studies used by instructors, are covering relevant topics from different countries. The programmes deliver an integrated experience to provide students with knowledge on the international level. The curriculum emphasises the international focus in various courses (see for more information chapter 3.4).

ASOIU has cooperation agreements with other international Higher Educational Institutions to encourage international exchange. Cooperation with companies and industry is mainly used for the invitation of guest speakers. Furthermore, because international guest lecturers teach in that programme the students become able to participate in discussions with individuals from different cultural backgrounds and points of view. This should make them better able to work in organisations at national and international level.

Student mobility is realized in several directions. With the Erasmus+ International Credit Mobility, the ASOIU students gain the opportunity to study for a short period in leading universities of Europe. Furthermore, the Mevlana<sup>4</sup> programme creates opportunities for academic mobility with Turkish universities.

## Appraisal:

The design of the study programmes takes adequate account of the international aspects necessary for the employability of graduates. The international dimension of the study programmes, in particular the inclusion of international issues in certain course and teaching materials (see for

---

<sup>3</sup> For all programmes.

<sup>4</sup> Mevlana is an exchange programme, which aims the exchange of students between the Turkish higher education institutions and higher education institutions of other countries.

more information chapter 3.4), is helpful in developing students' skills in dealing with the international dimension in today's business world. The achievement of this goal is particularly enhanced by English as the language of instruction (see also appraisal in chapter 3.4).

In addition, ASOIU is continuously in contact with other higher education institutions and promotes cooperation. Thus, guest lecturers from other universities are also frequently invited to broaden students' horizons and enable them to cope with 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

According to the information provided by the University in the self-evaluation report, the content of the study programmes is based on accredited universities abroad (e.g. Georgia State University, USA) and is thus intended to meet the requirements of the international market (see self-evaluation report p. 16).

Since the language of study is English and the problem-based teaching method is used, this should also contribute to the study programmes' international positioning in the educational market.

The programmes provide employers with individuals with the necessary management, leadership, decision-making and problem-solving skills to be effective in today's business environment. Graduates should also have the necessary computer and communication skills to help them adapt quickly to any work environment. They are also effective team members with knowledge in key business areas. Therefore, graduates should be readily employable in both the private and public sectors.

ASOIU follows the constitutional principles of the Republic of Azerbaijan. It is a Higher Educational Institution based on the general objectives, basic principles and requirements of the national higher education system that includes international values.

ASOIU performs its mission following the principles, responsibilities, duties and application procedures:

- ASOIU aims to contribute to society through education, learning and research at the highest international levels of excellence.
- ASOIU aims to focus on deep disciplinary knowledge, problem solving, leadership, and interpersonal skills; make scientific studies and reach the educational quality to internationally advanced level, establish an environment where research, creativity and innovation can flourish.
- ASOIU aims to develop the social, cultural and academic relations between the international community and Azerbaijan community in accordance with the principles of

contemporary civilisation principles as well as increasing the level of international relations.

- ASOIU provides opportunities to produce scientific research and arrange educational and scientific facilities such as seminars, conferences, etc.
- ASOIU carries out all kinds of research and investigation to provide opportunities for cooperation with partnerships institutions.

The programmes fit into the University’s vision and mission by serving a diverse student population and teaching in English language. Hereby, ASOIU positions itself in the international academic community.

### Appraisal:

From the panel's perceptions, the study programmes fit the education and labour market sufficiently well. Especially in the local education market, the five programmes seem to be well established and attract students as also confirmed by the students and alumni during the interviews. The positioning of the study programmes in the education and labour market is therefore plausible for the panel, and the future fields of employment for graduates are plausibly presented. In the interviews, the panel received information that graduates are able to find a job shortly after graduation.

The positioning within the University's overall strategic concept is also well integrated. From the panel's perspective, the qualification goals of the programmes are clearly aligned with ASOIU's mission and overall strategy.

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

## 2. Admission

Admission is managed by the State Examination Center (for local applicants) and the International Cooperation Office and International Students Dean Office from ASOIU (for international applicants). The details of the admission requirements and the selection procedure are communicated on the website of the State Examination Center. The results of the selection are published on this website in applicants' registered account.

Students admitted to the Bachelor and Master programmes are both local students, who are citizens of the Republic of Azerbaijan, and students from other countries (international students).

In Azerbaijan, the renewed Statute adopted by the Presidential Decree in 2005 required the State Students Admission Commission (SSAC), founded in 1992 under the Presidential Administration of the Republic of Azerbaijan, to develop the graduate admission examinations on the centralised test basis, nationwide.

### Admission requirements for local students

Admission at the **Bachelor** level is based on the Unified National Exams: Azerbaijan citizens holding secondary school certificate are required to pass the entrance examination organised by the State Examination Center (SEC) of the Republic of Azerbaijan (based on the Presidential decree #13 as of October 24, 2013, established to arrange entrance exams in conformity with international standards) and obtain a passing mark.

Admission at the **Master** level is based on the Unified National Exams as well: Azerbaijan citizens holding a bachelor graduation diploma are required to pass the entrance examination and obtain a passing mark. Each year, curricula of the majors of higher education institutions are analysed and clustered and test items in each direction of majors are developed and reviewed following all test development policies and procedures. The admission programmes are published in the State Examination Center's "Magistr" (Graduate Student) journal. All the set of materials published in this journal is prepared by the teaching staff of the relevant departments of higher education institutions under the guidance of the SEC.

This examination takes place once a year from April to July. Depending on the results of the exams, successful students are then admitted to the universities in the programmes of their choice.

The admission requirements level indicate that applicants have to pass exams for English language proficiency as well. Out of 25 points, students must achieve 15. Those students whose level of written English and communication skills is below the required standards are offered English courses arranged by the University that provides English reading, writing, and communication skills.

### For Master programmes

Logical thinking (quantitative, spatial and verbal reasoning), foreign language and computer science skills of master applicants will be checked through the paper-based test examination. Those applicants who managed the terms of the admission contest are eligible to enter their preferred fields of study in the online application in the order they prefer within the given deadline.

The order of the chosen subjects indicated in the application form will be accepted on a legal basis during the competition. The applicant will be awarded a place from the first of the listed courses for which he/she is eligible according to the score.

To enlighten the public and applicants, the Unit prepared a set of materials, published in “Magistr” (Graduate Student) journal: materials on the content of the examinations (logical thinking, foreign languages, computer literacy), admission programmes on specialties, samples of test items, the table of specialties for graduate admission, information about the choice of specialties, and the admission requirements.

Work experience is not compulsory for admittance to the Master programmes.

### **For all study programmes**

#### **Admission requirements for international students**

For international students admissions at Bachelor and Master level are managed by the ASOIU International Cooperation Office and International Students Dean Office. Applicants are admitted without passing the centralised examination of Azerbaijan. They apply directly to the University electronically and have to complete and submit an application form to get registered for the programme.

International Bachelor applicants also need to provide their school graduation certificate, and proof of English language proficiency (IELTS 5 points). International applicants at Master level need to provide the Bachelor graduation diploma, a motivation letter and proof of English language proficiency (TOEFL 80 points).

All international applicants are reviewed by the Foreign Students Department. Eligible applicants receive a Conditional Acceptance Letter and are required to pay their first semester tuition fee. Upon payment they receive an Official Acceptance Letter.

#### **Counselling services**

The University arranges counselling services and guidance for prospective students. The objective is to provide all necessary information and to support students in their academic career.

The ASOIU Foreign Student Department has been established to facilitate the international students' (non-Azeri speaking students) application process to ASOIU and ensure that these students receive support and guidance from registration up to graduation from the University.

There are agents and representative offices in 22 foreign countries that help prospective students by advising them with regard to their academic choices.

Furthermore, ASOIU offers open door meetings and other events where future applicants can visit the University, and is available per Mail and phone, website or Instagram for enquires.

## Appraisal:

The admission requirements are based on national regulations. They are documented, comprehensible and openly available for interested parties via the University's website. Information about the process of admission are available via the website of the State Examination Center. The influence of the selection of the University to select students is therefore limited and centralised.

Admission requirements regarding English skills are part of the regular centralised tests and ensure that students are able to successfully complete the study programme. Furthermore, the two Bachelor programmes **BBA Programme in Business Economics** and **BBA Programme in Managerial Science** also include language courses that enable students to deepen their proficiency in Business English. The examinations and theses provided by the students also convinced the panel that the students have a very good command of English.

For clarification of specific questions of enrolment and contents of study, applicants can directly turn to a student counselling service or to University's staff. Personal dialogue between the applicant and ASOIU is provided. Furthermore, all necessary information are published on the programmes' homepage.

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



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

#### 3.1 Contents

##### BBA Programme in Business Economics

The following table shows the Curriculum of the programme:

**Table 6: Curriculum overview: Business Economics**

##### **FIRST YEAR I. SEMESTER**

CODE	COURSE NAME	ECTS	HOURS
BENG 1101	Business English	6	4
MATH 1101	Mathematics for Economics and Business	6	3
ECON1101	Principles of Microeconomics	6	3
ECON1102	Skills for Professional Economists	6	3
MKT1101	Fundamentals of Marketing	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

##### **FIRST YEAR II. SEMESTER**

CODE	COURSE NAME	ECTS	HOURS
BCOM 1201	Business Communication and Professional Development	6	3
BUS 1201	International Business Environment	6	3
ACC 1201	Introduction to Financial Accounting	6	3
STAT 1201	Statistics for Economics and Business	6	3
ECON 1201	Principles of Macroeconomics	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

CODE	COURSE NAME	ECTS	HOURS
ECON 2101	Macroeconomics	6	3
ECON 2102	Management Economics 1	6	3
ECON 2103	Microeconomics for Business Economics	6	3
FIN 2101	Introduction to Finance	6	3

ACC 2101	Accounting Theory	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

### SECOND YEAR III. SEMESTER

### SECOND YEAR IV. SEMESTER

CODE	COURSE NAME	ECTS	HOURS
ECON 2201	Microeconomics	6	3
ECON 2202	Management Economics2	6	3
MNG 2201	International Management	6	3
ACC 2201	Management Accounting	6	3
FIN 2201	Financial Management	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

### THIRD YEAR V. SEMESTER

CODE	COURSE NAME	ECTS	HOURS
ECON 3101	Industrial Organization	6	3
ECON 3102	Competition and Regulation	6	3
FIN 3101	Business Finance	6	3
BUS 3101	Business Analysis	6	3
	Elective	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

### THIRD YEAR VI. SEMESTER

CODE	COURSE NAME	ECTS	HOURS
ACC 3201	Advanced Management Accounting	6	3
ACC 3202	Capital Markets	6	3
MGS 3201	Corporate Governance	6	3
MGS 3202	Corporate Reporting and Analysis	6	3
FIN 3201	Financial Risk Management	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

**FOURTH YEAR VII. SEMESTER**

<b>CODE</b>	<b>COURSE NAME</b>	<b>ECTS</b>	<b>HOURS</b>
MGT 4101	Global Strategic Management	6	3
ECON 4101	International Economic Relations	6	3
MKT 4101	International Marketing	6	3
	Elective	6	3
	Elective	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	

**FOURTH YEAR VIII. SEMESTER**

<b>CODE</b>	<b>COURSE NAME</b>	<b>ECTS</b>	<b>HOURS</b>
BW4201	Bachelor Thesis	12	
	Internship	12	3
	Elective	6	3
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>30</b>	
<b>TOTAL ECTS CREDITS 240</b>			

## Elective courses

CODE	COURSES	ECTS	HOURS
INT 5003	International Development	6	3
BUS 5005	Essentials of Business	6	3
ECON 5006	The Economics of Developing Countries	6	3
ECON 5007	Game Theoretical Approaches to Microeconomics	6	3
ECON 5008	International Political Economy	6	3
ECON 5009	Health Economics	6	3
ECON 5011	Law and Economics	6	3
BUS 5001	Legal and ethical environment of business	6	3
MGT 5001	Critical Perspectives in Management	6	3
MGT 5002	Managing people in organizations	6	3
PHIL 5001	Critical Thinking	6	3
FIN 5016	Behavioral Finance	6	3
FIN 5017	Finance and Markets	6	3
ECON 5018	Issues in Development Finance	6	3
FLC 5001	Fuzzy logic and control systems	6	3
NLP 5001	Introduction to natural language processing	6	3
CIS 5001	Soft computing	6	3

Nowadays business economics and management pervade all sectors of all the companies, both in business and society as well as technology. The courses of the study programme are therefore thoroughly and fundamentally designed to cover the broadest possible spectrum of tasks and issues in Business Economics. The programme of the Business Economics is designed on an interdisciplinary basis. Students acquire knowledge on economics and business science, in addition to social sciences and foreign language. The faculty develops activities leading to the deepening of the students' competences by organising lectures, workshops and presentations of significant experts from practice.

The core courses of Business and Economics provide students with the basic knowledge necessary for further in-depth understanding (such as Mathematics for Economics and Business, Principles of Microeconomics, Fundamentals of Marketing, Introduction to Financial Accounting, Statistics for Economics and Business, Macroeconomics, Management Economics, Microeconomics for Business Economics, Introduction to Finance). Furthermore, a variety of interdisciplinary courses is offered in the programme to enlarge the learning experience of students allowing for interdisciplinary thinking. These courses include for example Law and Economics, International Political Economy, Health Economics.

## **BBA Programme in Managerial Science**

**Table 7: Curriculum overview: Managerial Science**

### **FIRST YEAR I SEMESTER**

<b>N</b>	<b>CODE</b>	<b>COURSE NAME</b>	<b>PREREQUISITES</b>	<b>ECTS</b>	<b>HOURS</b>
1	BENG 1101	Business English	None	6	3
2	MATH 1101	Mathematical foundations of management I	None	6	3
3	MNG 1102	The Art and Science of management	None	6	3
4	PHIL 1101	Critical thinking	None	6	3
5	BUS 1101	The Legal Environment of Business	None	6	3
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

### **FIRST YEAR II SEMESTER**

<b>N</b>	<b>CODE</b>	<b>COURSE NAME</b>	<b>PREREQUISITES</b>	<b>ECTS</b>	<b>HOURS</b>
1	MSIN 1201	Strategy by design	None	6	3
2	BCOM 1201	Business Communication and Professional Development	BENG 1101	6	3
3	MATH 1201	Mathematical foundations of management II	MNG 1101	6	3
4	ECON 1201	Business Economics I	PHIL 1101	6	3
5	MSIN 1202	Data analytics I	None	6	3
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

### **SECOND YEAR III SEMESTER**

<b>N</b>	<b>CODE</b>	<b>COURSE NAME</b>	<b>PREREQUISITES</b>	<b>ECTS</b>	<b>HOURS</b>
1.	ACCT 2101	Principles of Accounting I	None	6	3
2.	ECON 2101	Business Economics II	ECON 1201	6	3
3.	MATH 2101	Mathematical foundations of management III	MATH 1201	6	3
4.	MNG 2101	Product, Technology and Operations Management	MNG 1102	6	3
5.	MSIN 2101	Data analytics II	MSIN 1202	6	
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

### **SECOND YEAR IV SEMESTER**

<b>N</b>	<b>CODE</b>	<b>COURSE NAME</b>	<b>PREREQUISITES</b>	<b>ECTS</b>	<b>HOURS</b>
1.	ACCT 2201	Principles of Accounting II	ACCT 2101	6	3
2.	MSIN 2201	Delivering results through people	MNG 1102	6	3
3.	MSG 2201	Behavioural Science	MNG 1102	6	3
4.	COMP 2201	Computational Thinking	PHIL 1101	6	3
5.	MK 2201	Marketing Science	MATH 2101	6	3

	<b>TOTAL SEMESTER ECTS</b>	<b>30</b>	
--	----------------------------	-----------	--

### THIRD YEAR V SEMESTER

N	CODE	COURSE NAME	PREREQUISITES	ECTS	HOURS
1.	BUS 3101	Business Pathways	None	6	3
2.	MNG 3101	Managing People in Organizations	MSG 2201	6	3
3.	MNG 3102	Brand Management	MK 2201	6	3
4.		Elective		6	3
5.		Elective		6	3
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

### THIRD YEAR VI SEMESTER

N	CODE	COURSE NAME	PREREQUISITES	ECTS	HOURS
1.	FIN 3201	Finance I	MATH 2101	6	3
2.	DSCI 3201	Decision Science I	MSG 2201`	6	3
3.	BUSA 3201	Globalization and Business Practice-CTW	MK 3101	6	3
4.	MNG 3201	Managing Human Resources	MNG 3101	6	3
5.		Elective		6	3
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

### FOURTH YEAR VII SEMESTER

N	CODE	COURSE NAME	PREREQUISITES	ECTS	HOURS
1.	CSR 4101	Corporate Social Responsibility	MNG 3201, MK 3101	6	3
2.	FIN 4101	Finance II	FIN 3201	6	3
3.	DSCI 4101	Decision Science II	DSCI 3201	6	3
4.	MNG 4101	Consulting Service Management	MNG 2101, MK 2201	6	3
5.		Elective		6	3
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

### FOURTH YEAR VIII SEMESTER

N	CODE	COURSE NAME	PREREQUISITES	ECTS	HOURS
1.		Elective		6	3
2.		Internship		12	
3.	BW 4201	Bachelor thesis		12	
<b>TOTAL SEMESTER ECTS</b>				<b>30</b>	

**TOTAL ECTS: 240**

## Elective courses

N	CODE	COURSE NAME	PREREQUISITES	ECTS	HOURS
1.	ENT 5001	Entrepreneurship	ECON 2101	6	3
2.	FINC 5001	International Finance & Accounting	ACCT 2201	6	3
3	FINC 5002	Financial Markets and Investments	FIN 4101	6	3
4.	MNG 5001	Leadership Development	None	6	3
5.	MATH 5001	Mathematical Programming	MATH 2101	6	3
6.	NLC 5001	Introduction to Natural Language Processing	None	6	3
7.	FLC 5001	Fuzzy Logic	None	6	3
8.	MGS 5001	Supply Chain Management	None	6	3
9.	MGS 5002	Project Management	None	6	3
10.	CIS 5001	Soft Computing	None	6	3

In Managerial Science, students begin with learning core business skills such as accounting, finance, legal environment of business, marketing, and economics. In parallel, they study subjects that shall develop their analytical skills. According to this structure, the curriculum is based on two main modules:

1. Management module and
2. Research module

The Management module contains courses such as Business Economics, Principles of Accounting, Technology and Operations Management, Finance, Globalization and Business Corporate Social Responsibility, Consulting Service Management, International Finance & Accounting, Strategic Thinking in Engineering & Technology, Financial Markets and Investments, Leadership Development and Brand Management.

The Research module consists of Mathematical foundations of management, The Art and Science of management, Critical analytical thinking, Strategy by design, Computational Thinking, Data analytics, and Decision Science.

Some subjects like e.g. Marketing Science are interdisciplinary courses. Therefore, the programme is designed to ensure a linkage of management and analytical skills throughout the programme. For example, even during studying basic analytical subjects like Mathematics, the focus is on managerial and business cases.

### For both Bachelor programmes

Students have to complete a Bachelor Thesis that aims to advance their understanding of research, the methods of research, and how research findings can be used to improve the understanding of the environment and the development of suitable solutions. Scientific work is integrated into various courses, where students learn to use and interpret different sources and data, as well as how to build an argument.

ASOIU has also developed guidelines and criteria for the preparation and evaluation of a thesis.

### Organizations Management (M.Sc.)

The following table shows the Curriculum of the programme:

**Table 8: Curriculum overview: Organizations Management**

#### FIRST YEAR I. SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
STAT 1101	Statistical Business Analysis	6	3	none
MGT 1101	Organizational Change (Change Management)	6	3	none
MGT 1102	Human Resource Management	6	3	none
COM 1101	Communication and knowledge exchange in companies	6	3	none
BUS 1101	Regional Innovation	6	3	none
TOTAL SEMESTER CREDITS/ECTS		30		

#### FIRST YEAR II. SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
PHIL 1201	Design thinking	6	3	COM 1101
MGT 1201	Project Management	6	3	STAT 1101
MGT 1202	Decision making under Risk and Uncertainty	6	3	STAT 1101 MGT 1101
MGT 1203	Organizational Leadership	6	3	MGT 1102 COM 1101
	ELECTIVE	7	3	
TOTAL SEMESTER CREDITS/ECTS		31		



SECOND YEAR III. SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
BUS 2101	Empiricism in Enterprises	6	3	STAT 1101 BUS 1101 MGT 1101
MGT 2101	Management Update: Digital Change	6	3	BUS 1101
MGT 2102	Integrated Quality and Personnel Management	6	3	MGT 1102
	ELECTIVE	7	3	
	ELECTIVE	7	3	
TOTAL SEMESTER CREDITS/ECTS		32		

SECOND YEAR IV. SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
MGT 2201	Corporate Strategic Management	6	3	MGT 2101 BUS 2101
MS 8075	Master thesis	21		
TOTAL SEMESTER CREDITS/ECTS		27		

TOTAL ECTS CREDITS 120

ELECTIVES:

	ELECTIVES	PREREQUISITES
MGT 3101	Organization Consulting: Basics & Tools	none
MGT 3102	Psychology in organizations	PHIL 1201
MGT 3103	Problem Solving	STAT 1101
BUS 3101	Business Plan Development	none
BUS 3102	International Business Environment	none
NLP 3101	Introduction to natural language processing	none
FLS 3101	Fuzzy logic and control systems	none
CIS 3101	Soft computing	none

The study programme provides a general introduction to operations and process management and explains how the operations function fits within the organisation overall as well as teaches qualities critical to operations-management professionals, including leadership, self-confidence, motivation, decisiveness, flexibility, sound business judgment and determination.

Organization Management (OM) focuses on the management of resources and activities that produce and deliver the goods and services for customers. OM can play a critical role in enhancing a company's competitive position by providing superior products and services. Organizations Management is a major for students who want to be involved in the management of operations process, i.e. the process of manufacturing, service delivery, distribution, and supply.

The programme in OM provides a framework for linking all functional areas with specific skills developed for OM. The major also provides in-depth analysis of operations decisions such as new product development, project planning and control, supply chain analysis, quality assurance, project and process management techniques, and production systems planning.

Elective courses are offered mostly in the second year once students have developed a strong business foundation and are more confident of their area of main interest based on which they select elective courses. Each semester a variety of different electives is offered giving students a wider range of choice.

Interdisciplinary thinking is one of the important aspects of the programme's objective that aims to establish distinct educational benefits that are critical thinking, self-confidence, self-efficacy, problem solving, and creativity based on the interdisciplinary learning. Therefore, a variety of interdisciplinary courses is offered in the programme (some compulsory and some electives) to enlarge the learning experience of students allowing for interdisciplinary thinking. These courses include STAT 1101 Statistical Business Analysis, MGT 1202 Decision-making under Risk and Uncertainty, and MGT 1203 Organizational Leadership.

A more in-depth handling and use of scientific methods and the preparation for the Master thesis will be focused on in the following courses: Statistical Business Analysis, Design Thinking, Decision making under Risk and Uncertainty, Problem solving, Introduction to Natural Language Processing, Fuzzy Logic and Control Systems.

### **Human Resources Management (M.Sc.)**

The following table shows the Curriculum of the programme:

**Table 9: Curriculum overview: Human Resource Management**

#### **FIRST YEAR I SEMESTER**

<b>CODE</b>	<b>COURSE NAME</b>	<b>ECTS</b>	<b>HOURS</b>	<b>PREREQUISITES</b>
STAT 1101	Statistical Business Analysis	6	3	NONE
MGT 1101	Project management and organization	6	3	NONE
MGS 1101	Strategic Human Resource Management	6	3	NONE
MGT 1102	Leadership and Competences	6	3	NONE
LLB 1101	Legal and Ethical Environment of HRM *	6	3	NONE

<b>TOTAL SEMESTER CREDITS/ECTS</b>	<b>30</b>		
------------------------------------	-----------	--	--

### FIRST YEAR II SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
MGT 1201	Business Modeling	6	3	STAT 1101
MGT 1202	Performance Management *	6	3	STAT 1101 MGS 1101
MGT 1203	Compensation and benefits*	6	3	STAT 1101 MGS 1101
MGS 1201	Human Resources planning, finance, controlling	6	3	
	ELECTIVE	7	3	
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>31</b>		

### SECOND YEAR III SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
MGT 2101	Talent Acquisition and Workforce Development*	6	3	MGS 1101
MGT 2102	International Human Resource Management	6	3	MGS 1101
MGS 2101	Human Resource Marketing	6	3	MGS 1101
	ELECTIVE	7	3	
	ELECTIVE	7	3	
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>32</b>		

### SECOND YEAR IV SEMESTER

CODE	COURSE NAME	ECTS	HOURS	PREREQUISITES
	ELECTIVE	7	3	
MS 8075	Master Thesis	20		
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>27</b>		

### TOTAL ECTS CREDITS: 120

	ELECTIVES	ECTS	PREREQUISITES
MGT 3101	Procurement, Production & Logistics	7	NONE
MGT 3102	Organizational Change (Change management)	7	NONE
MGT 3103	Leadership skills	7	NONE
MGT 3104	General Management- Globalization	7	NONE
MGT 3105	General management- Personality	7	MGT 1102
MGT 3106	Entrepreneurship*	7	NONE
ACCT 3101	Accounting and corporate finance*	7	NONE
ECON 3101	Economics*	7	NONE
MRKT 3101	Market Analysis	7	NONE

NLP 3101	Advanced natural language processing	7	NONE
FLS 3101	Advanced fuzzy logic and control systems	7	NONE
CIS 3101	Soft Computing	7	NONE

The curriculum for the Human Resource Management programme is based on compulsory and elective courses, which shall cover all main theories and approaches of Human Resource Management. Students have to pass twelve compulsory and six elective courses in order to obtain the MSc degree.

The core courses are offered first such as, management, economics, statistics, analytic experience, followed by the functional business courses such as Entrepreneurship, International Management and Marketing before moving on to the elective courses. Elective courses are usually offered in the second year, once students have developed a solid business foundation and have more confidence in their main area of interest, on the basis of which they select the elective courses. Each semester a variety of different electives is offered giving students a wider range of choice. According to the structure of Human Resource Management programme, at the end of the fourth term the students have to write and defend their Master thesis (dissertation work).

A variety of interdisciplinary courses are offered in the programme to enlarge the learning experience allowing for interdisciplinary thinking. These courses include MGT 1201 Strategy, LLB 1201 Law, MRKT 1101 Market Analysis, MGT 1101 Project Management and Organization, ACCT 1101 Accounting and Corporate Finance, ECON 1101 Economics, STAT 1101 Statistical Business Analysis, MGT 1203 Leadership and Competences, MGT 1202 International Management, Fuzzy Logic and Control Systems, Introduction to Natural Language Processing.

A more in-depth handling and use of scientific methods and the preparation for the Master's thesis will be focused on in the following courses: Statistical Business Analysis, Market Analysis, Human Resources Planning, Finance, Controlling, Introduction to Natural Language Processing, Fuzzy Logic and Control Systems, Procurement, and Production and Logistics.

### **Marketing Management (M.Sc.)**

The following table shows the Curriculum of the programme:

**Table 10: Curriculum overview: Marketing Management**

#### **I. SEMESTER**

CODE	COURSE NAME	ECTS
STAT1101	Statistical Business Analysis	6
ADV 1101	Advertising theory and practice	6
MKT 1101	Marketing to businesses and organizations	6
MKT 1102	Marketing and society	6
MGT 1101	Financial management for international business	6

<b>TOTAL SEMESTER CREDITS/ECTS</b>	<b>30</b>
------------------------------------	-----------

## II. SEMESTER

CODE	COURSE NAME	ECTS
MKT 1201	Research methods for marketing	6
MKT 1202	E-marketing	6
PRT 1203	New product development	6
MGT 1204	Strategic brand management	6
	ELECTIVE	7
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>31</b>

## III. SEMESTER

CODE	COURSE NAME	ECTS
MKT 2101	Strategic marketing	6
CPHY 2101	Consumer psychology	6
MRK 2101	International marketing across cultures	6
	ELECTIVE	7
	ELECTIVE	7
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>32</b>

## IV. SEMESTER

CODE	COURSE NAME	ECTS
BUS 2201	Business analytics	6
MSc 8075	MSc MASTER THESIS	21
<b>TOTAL SEMESTER CREDITS/ECTS</b>		<b>27</b>
<b>TOTAL ECTS CREDITS: 120</b>		

### Electives

MGT 3101	Project management
SOC 3102	Principles of corporate social responsibility
MGT 3103	Contemporary and emerging issues for organizations
MKT 3104	Internet Marketing and Global Business
LAW 3105	Understanding employment law
MKT 3106	Marketing Analytics with Big Data
FLS 3101	Advanced Fuzzy Logic and Control Systems
NLP 3101	Advanced Natural Language Processing

The core courses are offered first such as management, economics, statistics, analytic experience, followed by the functional business courses such as Managerial Accounting and Control Systems, Corporate Finance, Operations MGT and capstone core (Global Competitive Strategy) before moving on to the elective courses. Elective courses are offered mostly in the second year once students have developed a strong business foundation and are more confident of their area of main interest based on which they select elective courses. Each semester a variety of different electives are offered giving students a wider range of choice.

A variety of interdisciplinary courses are offered in the programme to enlarge the learning experience of students allowing for interdisciplinary thinking. These courses include MKT 1101 Marketing to businesses and organizations, MKT 1102 Marketing and society, MKT 1201 Research methods for marketing, and BUS 2201 Business analytics.

Students have to complete the course BUS 2201 “Business analytics” which aims to advance their understanding of research, the methods of research, and how research findings can be used to improve the understanding of the environment and the development of suitable solutions. The prerequisites for this course are STAT 1101 Statistical Business Analysis and MKT 2101 Strategic marketing.

### **For all programmes**

As part of their studies, students are required to conduct different types of course assignments, for example, individual and group projects and assignments, presentations, discussions, case studies, or team works. All this assignments are designed to enable students to develop their ability to do scientific research, acquire presentation skills, and use scientific methods in the learning process. The programmes create necessary environments where students are encouraged to express different opinions in different cases and improve their critical thinking skills as a result.

According to ASOIU, the University prepares each course’s exam in accordance to its content and learning objectives. It is designed to assess a student’s ability to apply theoretical knowledge. In addition to the final exam of each course the results of a mid-term exam along with other evaluations (projects, presentations, team work, quizzes) are taken into consideration in order to determine the final grade of the student.

### **Appraisal:**

The panel came to the conclusion that the curricula adequately reflect the qualification objectives of the study programmes. The programmes also offer a wide range of topics and fields through the compulsory courses, which teach the students additional competences and skills.

Within the framework of the curriculum, theoretical questions are explained by means of practical examples. The panel welcomes the fact that an internship has been anchored in the curriculum of both Bachelor programmes **Business Economics** and **Managerial Science**, with which the connection between content and practice has been anchored even more strongly.

In the programmes, various topics are linked in an interdisciplinary way within the framework of different courses - both electives and compulsory - and therefore show evidence that the programmes qualify for interdisciplinary thinking.

The course descriptions show that ethical topics are also covered throughout various courses and that ethical implications are communicated to the students. There are also explicit courses such as Legal and Ethical Environment of HRM (MBA Programme in Master of Human Resource Management) or Legal and Ethical Environment of Business (in BBA Programme in Business Economics), which focus explicitly on communicating ethical implications.

Paper, presentations and project work are ways to test the knowledge and competence of students. The level of performance in examinations and the theses are aligned with the learning outcomes of the courses in terms of form and content. The requirements are in line with the level necessary to attain the desired qualification level. The panel supports the system of continuing examination including a mid-term and a final examination, since the mid-term exams enable students to recognise at an early stage whether there are knowledge deficits.

In the context of the digital assessment, the panel also learned that there are open-book examinations that offer a good opportunity to test used-oriented and do not only test pure theory knowledge, but also examine if the students can also apply this knowledge.

In the exams that were made available to the panel, it was noticeable that the correction feedback from the teachers to the students was very short. For a better and simpler learning effect for the students, the panel therefore **recommends** that the lecturers' examination corrections and feedbacks should be more detailed. For example, evaluation rubrics could be used to guide students and show them what they can do better next time so that they can learn from their mistakes.

	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

### **BBA Programme in Business Economics**

Projected study time	4 years (8 semesters)
Number of ECTS	240 ECTS credits
Workload per ECTS	30 hours per ECTS credit
Number of courses	39: 33 compulsory, 6 elective
Time required for processing the final thesis and awarded CP	360 hours – 12 ECTS credits
Number of contact hours	7200 hours for 8 semesters 870-1020 hours per semester (30X29 ECTS credits; 30X33 ECTS credits)

### **BBA Programme in Managerial Science**

Projected study time	4 years (8 semesters)
Number of ECTS	240 ECTS credits
Workload per ECTS	30 hours per ECTS credit 900-1020 hours per semester (30X30 ECTS credits; 30X 34 ECTS credits)
Number of courses	31 compulsory and 14 elective
Time required for processing the final thesis and awarded CP	360 hours – 12 ECTS credits
Number of contact hours	900-1020 hours per semester (30X30 ECTS credits; 30X 34 ECTS credits)

### **Organizations Management (M.Sc.)**

Projected study time	2 years (4 semesters)
Number of ECTS	120 ECTS credits
Workload per ECTS	30 hours per ECTS credit
Number of courses	16
Time required for processing the final thesis and awarded CP	630 hours – 21 ECTS credits
Number of contact hours	3600 hours for 4 semesters 810/960 hours per semester (30hrs x 27 ECTS; 30hrs x 32 ECTS)



### Human Resources Management (M.Sc.)

Projected study time	2 years (4 semesters)
Number of ECTS	120 ECTS credits
Workload per ECTS	30 hours per ECTS credit 180-210 hours per course 810/960 hours per semester
Number of courses	12 courses, 8 electives
Time required for processing the final thesis and awarded CP	630 hours – 20 ECTS credits
Number of contact hours	3600 hours for 4 semesters

### Marketing Management (M.Sc.)

Projected study time	2 years (4 semesters)
Number of ECTS	120 ECTS credits
Workload per ECTS	30 hours per ECTS credit 90-210 hours per course 810/960 hours per semester (30hrs x 27 ECTS credits; 30hrs x 32 ECTS credits)
Number of course	16 courses
Time required for processing the final thesis and awarded CP	21 ECTS credits – 630 hours
Number of contact hours	3600 hours for 4 semesters

**BBA Programme in Business Economics** consists of 240 ECTS credits, each semester is made up of approx. 30 ECTS credits and each academic year is made up of approx. 60 ECTS credits. The workload is divided equally among the semesters, 29 - 33 ECTS per semester.

**BBA Programme in Managerial Science** consists of 240 ECTS credits, each semester is made up of approx. 30 ECTS credits and each academic year is made up of approx. 60 ECTS credits. The workload is divided equally among the semesters, 30 - 34 ECTS credits per semester.

The **Master programmes** consist of 120 ECTS credits, 78 ECTS credits of which are compulsory courses and the remaining 42 ECTS credits are elective courses. Each semester is made up of approx. 30 ECTS credits and each academic year is made up of approx. 60 ECTS credits. The workload is divided equally among the semesters, 27 - 32 ECTS credits per semester.

Students are entitled to determine the number of courses to learn during the next semester. During the first two weeks of the semester the number of courses selected by a student for the current semester can be increased or decreased with the consent of the Programme Director.

The students' attendance is compulsory. For this reason, instructors teaching the courses are responsible for the objective registration of students' attendance. The amount of points for

attendance is indicated in the course syllabus and students must be informed about the rules beforehand at the start of the course. In all cases where 25 % of the classes in a course have not been attended, the student will not be allowed to take the examination in the same course.

The calculation of ECTS credits for in-class activities may involve class hours, midterm and final exams, quizzes, case studies, discussions, and presentations depending on the course requirements. Out of class activities include the preparation of assignments/homeworks, case studies, term papers/projects, independent studies, and self-studying. There are fifteen weeks of classes including one week for midterm exams. Final exams usually take place after the fifteenth week of classes. All methods of assessment are specified in the course syllabi, which are distributed or made available to all students at the beginning of each semester.

Course descriptions provide detailed intended learning outcomes, the course contents, the type of course (compulsory/elective), amount of ECTS credits, name of lecturer, teaching methods and examinations.

At the end of each semester, students are also requested to fill out a course and instructor evaluation questionnaire/ survey. The feedback received from students provides information to assess whether students are able to manage the study workload, and provides grounds to make necessary changes/improvements to courses or the curriculum. There is also a suggestion box located outside of the programme student administration office.

The course instructor does the assessment of student performance for each course. Student course performance is evaluated by using different assessment methods, which include mid-term exam, final exam, assignments, term papers, quizzes and in-class activities. In the evaluation process students are given a mark which is out of 100 (an accumulation of mid-term exam mark, final exam mark, quiz mark, presentation/paper/assignment mark) and then at the end of the semester the cumulative average mark of the student is converted to a letter grade. Letter grades are organised on a 4.00 point grading scale. The letter grades and their equivalent grade point are given below:

**Table 11: Grading table**

Percentage	Course Grade	Coefficient
90-100	AA	4.00
85-89	BA	3.50
80-84	BB	3.00
75-79	CB	2.50
70-74	CC	2.00
65-69	DC	1.50
60-64	DD	1.00
50-59	FD	0.50
49 and below	FF	0.00

Grades AA, BA, BB, CB, and CC are varying levels of unconditional “Pass” status for the successful score. Grades DC, DD and FD indicate the “Conditional Pass” status, where the students are

regarded as successful given that the Cumulative Grade Point Average (CGPA) is equal to or above 2.00. The grade FF indicates “Fail” and the student is required to repeat the course in the proceeding semester.

### Equality of opportunity

ASOIU is composed of an internationally diverse student body. It is very sensitive towards issues related to discrimination and works towards providing an environment that encourages a dynamic multicultural educational environment. The University ensures gender equality and non-discrimination in the relationship with faculty and students. Students with disabilities as well as students in special family conditions with single or ill parents, or students with problems are provided with necessary assistance throughout the programme and examinations.

The programme make reasonable adjustments to enable students with disability to participate in an education programme on the same basis as students without disability and to improve their access to University facilities.

According to ASOIU’s regulations for supporting students with disabilities, the faculty can facilitate the academic accommodation process in the following way:

- maintain and respect confidentiality around disability;
- meet with students during office hours or other arranged times to discuss accommodations;
- give extended time on examinations. It may be appropriate to increase the allotted amount of exam time in certain situations, such as in cases which the student's accommodation requires the use of technology aids, scribes or readers; or when the student's documentation clearly supports the need for an extraordinary amount of extended time;
- provide exams in alternate format (large print, brail, electronic format) (If appropriate to subject matter);
- allow take-home, oral or typed exams;
- provide an early syllabus for students needing books on tape, scanned books or electronic books.

### Appraisal:

The panel comes to the conclusion that the programme’s structure supports the successful implementation of the curriculum and is suitable to reach the defined learning outcomes.

The programme assigns ECTS credits per course based on the necessary student workload. The course 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 the national requirements.

The feasibility of the study programme's workload is ensured by a suitable curriculum design, by a plausible calculation of workload as well as by an adequate number and frequency of examinations. In addition, the University evaluates the workload based on student evaluations; the students also stated in the interview that most of them have a job on the side and feel that the semester workload is appropriate. The mid-term and final structure also offers a continuous review, which relieves students in their exam preparation.

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

### 3.3 Didactical concept

Faculty members are encouraged to use a variety of teaching methods and encourage interactive learning in order to promote learning and to accomplish the objective outcomes of the programme. Each method is individually oriented towards developing the student's knowledge and understanding. Such methods include:

- case study/ exercise methods shall help to improve the student's critical thinking and decision making;
- in-class presentations shall enable students to develop their abilities in the preparation and delivery of course related topics;
- brain-storming shall enable students to develop their ability in the identification of innovative solutions;
- group projects teach students how to work as part of a team and how to distribute tasks and responsibilities in an equitable manner;
- in-class discussions help instructors to measure the students' level of understanding of topics discussed.

Nearly all the sources that are used by the instructors to teach students are the editions of European and American textbooks. A syllabus is distributed to students at the beginning of each course. It covers all the information about the literature sources recommended by the instructor. Instructors provide the alternative sources, including the links on online sources, as well. All the main recommended textbooks are available at the ASOIU library. The case studies and similar exercises conducted in class are also available in the textbooks or other sources, which students are directed to, or are provided within the classes by the course instructors.

ASOIU invites guest speakers/lecturers, especially from the industry, in order to give students a better understanding of the application of theory to practice. It shall contribute to the increase of students' qualifications. In addition, lecturers from other universities are invited, for example

recent guest lecturers from the USA (e.g. Georgia State University), Turkey (e.g. Near East University), Germany (e.g. Rostock University, Zittau/Görlitz University) or Spain (e.g. Universidad de Alcala).

Successful Master and Doctoral students are appointed as lecturing tutors/teaching assistants to support the students in the learning process and to develop competences and skills, as well as providing administrative support to lecturers in the following ways:

- help students to think beyond the course and encourage them to actively participate in university life;
- prepare time schedules for lectures, exam schedules, distribute auditoriums;
- offer personal support on a range of topics that might include academic difficulty, emotional and social problems or illness;
- provide support for international students;
- collaborate with students, parents, instructors, administrators to determine student needs and problems and assist them accordingly.

Tutors work with students starting from the first year until graduation. They are appointed with the order of the Rector.

## Appraisal:

The panel rates the quality of the didactical concept of the study programme as plausible and oriented towards the programme objectives. The lecturers use a variety of teaching methods, which promote the theoretical knowledge as well as the application skills of the students. The teaching and learning concept encourages the students to participate actively in the courses for example by group projects or in-class discussions.

With regard to the course descriptions, the panel identified that the given literature reference per course is not always up to date. However, the course materials provided as well as the discussions with the teachers showed that the contents including literature are regularly updated every semester and also refer to the latest state of the art. Therefore, the panel **recommends** reviewing and regularly updating the literature references in the course descriptions.

The materials provided show that the accompanying course materials are oriented towards the intended learning outcomes and correspond to the aspired level. They are user-friendly, online accessible and encourage students to engage in further independent studies.

ASOIU also makes use of inviting guest lecturer. They come from companies, the industry and from other Higher Education Institutions abroad. Through their guest lectures and insight in economy, they contribute to the students' qualification process with their special experience.

Lecturing tutors support the students in the learning process and help them develop competences and skills.

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

### 3.4 Internationality

In terms of international and intercultural aspects, the whole programmes are taught in English language. In addition, supporting course materials, such as case studies, used by instructors also are preferred from the international environment.

#### **BBA Programme in Business Economics**

Courses such as Introduction to Financial Accounting (ACC1201), Introduction to Finance (FIN2101), Mathematics for Economics and Business (MATH 1101), Statistics for Economics and Business (STAT 1201), Corporate Governance (MGS 3201) provide an international focus that gives students the information they need and skills to handle international tasks contributing to the students' employability.

#### **BBA Programme in Managerial Science**

The curriculum emphasises international focus of the courses that provide students with the necessary information in Globalization and Business Practice, Mathematical foundations of management, The Art and Science of management, Data analytics, Business Communication and Professional Development, Marketing Science, Finance, Decision Science.

#### **Organizations Management (M.Sc.)**

The curriculum emphasises the international orientation in compulsory and optional subjects such as STAT 1101 Statistical Business Analysis, MGT 1201 Project Management, MGT 1102 Human Resource Management, MGT 1203 Organizational Leadership, MGT 1101 Organizational Change (Change Management), MGT 2101 Management Update: Digital Change, MGT 1202, Decision making under Risk and Uncertainty, or BUS 3102 International Business Environment.

#### **Human Resources Management (M.Sc.)**

International topics are focused on in the following courses, for example: International Human Resource Management, Statistical Business Analysis, Strategic Human Resource Management or Organizational Change. These courses shall provide students with the necessary skills to handle international tasks contributing to the students' employability.

## **Marketing Management (M.Sc.)**

The programme shall deliver an integrated experience to prepare students for leadership on the international level and therefore aims to take into account the required international aspects that assure the graduates' employability. The international focus is to be taught through the following courses: MKT 1101 Marketing to businesses and organizations, MKT 1102 Marketing and society, MKT 1201 Research methods for marketing, and BUS 2201 Business analytics.

### **For all programmes**

In total, there are 281 students out of 9,000 from different countries studying at the various graduate and undergraduate programmes:

- 225 who are studying at Bachelor level,
- 26 at Masters level,
- 4 at PhD level,
- 26 at foundations course.

These students have a wide range of their origin-country: They are from Turkmenistan, China, Mozambique, Ecuador, Uzbekistan, Turkey, Georgia, Yemen, United Kingdom, Iran, Syria, Kazakhstan, Pakistan, Germany, India, Russia, Iraq, Sri Lanka, Mongolia, Kenya, Namibia and USA.

The majority of the faculty members is from Azerbaijan, but some of them graduated from foreign countries, such as the USA, Great Britain, Russia, and Norway. There are also some foreign teachers with extensive international academic and professional experience who are invited to deliver lectures at the programme. Some members of staff attend international conferences held in different countries to enhance their qualifications as well as publish academic articles in internationally recognised journals. Overall, around 17 % of the teachers are from abroad and around 48 % of the teachers from Azerbaijan have education or working experience from abroad.

The medium of instruction in the programmes is English. Lecturers/instructors deliver lectures in English and recommend the course reading materials in English as well.

### **Appraisal:**

International contents are part of the curricula. Students are thus prepared for the challenges in an international working environment. Through practical examples like case studies, students are enabled to act in an intercultural environment.

The number of international students studying full-time in the five study programmes is quite small. However, a number of exchange students come through exchange programmes, which bring a lot of diversity to the programme and the measures taken to promote internationality are goal-oriented.

In addition, an international environment is promoted by the international composition of the faculty, which consists of lecturers from different countries as well as lecturers with international academic and professional experience. They either work in international organisations in Azerbaijan or have graduated abroad. Therefore, the composition of the lecturers promotes the acquisition of international competences and skills of the students.

Furthermore, the entire programme is taught in English. Hence, lectures as well as course material in a foreign language not only predominate, but are 100 % used in another language. Therefore, internationality is a clear key element of the five study programmes.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4 Internationality			X		
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)

Students acquire managing, leadership, communication and public speaking skills as well as cooperation and conflict handling from the courses at ASOIU. Additionally, students improve their communication skills by presenting their papers or projects and by preparing case studies. In addition, in the courses, students regularly work on group projects that help them to work effectively in teams, experience team dynamics and practice conflict resolution skills. These help the students to enter the professional community easily and quickly.

#### **BBA in Business Economics**

The acquisition of leadership/public-speaking skills as well as conflict handling skills is ensured through the following courses: Principles of Microeconomics (ECON1101), Fundamentals of Marketing (MKT1101), International Business Environment (BUS1201), Introduction to Financial Accounting (ACC1201), Principles of Macroeconomics (ECON1201), Macroeconomics (ECON2101), Introduction to Finance (FIN2101), Microeconomics (ECON2201), and Financial Management (FIN 2201).

#### **Organizations Management (M.Sc.)**

The acquisition of leadership/public-speaking skills as well as conflict handling skills shall be ensured through the following courses: MGT 1202 Decision-making under Risk and Uncertainty, COM 1101 Communication and knowledge exchange in companies, PHIL 1201 Design thinking, MGT 1201 Project Management, MGT 1203 Organizational Leadership, or MGT 1102 Human Resource Management.

#### **Human Resources Management (M.Sc.)**

The acquisition of leadership/public-speaking skills as well as conflict handling skills shall be ensured through the following courses: MGT 1203 Leadership and Competences, MGT 1202 International Management, MGS 8300 Human Resources Management Beyond Borders, MGT 2300 Leadership skills General, MGT 2300 Management- Globalization.



## Marketing Management (M.Sc.)

The acquisition of leadership/public-speaking skills as well as conflict handling skills shall be ensured through the courses STAT1101 Statistical Business Analysis, ADV 1101 Advertising theory and practice, MKT 1101 Marketing to businesses and organizations, MKT 1102 Marketing and society, MGT 1101 Financial management for international business, MKT 1201 Research methods for marketing, or MKT 1202 E-marketing.

### Appraisal:

Through various methods like role-play, team working and critical discussions the students acquire communication and public-speaking skills as well as cooperation, conflict handling and critical thinking skills in the study programmes. This is not only documented in the course descriptions, but also confirmed in the interview with students and alumni

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

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

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

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

The language of instruction being English shall also improve students' employability. The international outlook of the programmes provides students with knowledge to perform in national as well as international organisational settings.

For the explicit skills students shall learn in the respective study programmes, please refer to chapter 1.1 on objectives of the study programmes as well as to chapter 3.5 on multidisciplinary competences.

### Appraisal:

In order to provide students with skills that are useful for their future careers, the study programmes combine theoretical knowledge with practical application both nationally and internationally, so that the promotion of employability runs like a thread through the study programme.

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

## 4. Academic environment and framework conditions

### 4.1 Faculty

The programmes consist of both full-time and part-time staff members with diverse backgrounds and experience. Staff members are all required to actively participate in the development, design, and improvement of the programmes' curriculum.

#### **BBA Programme in Business Economics**

The Faculty involved in this Bachelor programme consists of 22 full-time lecturers (three of them are Professors, eleven of them are Associate Professors, two of them are PhD holders, six have a Master degree – two of them with a PhD in progress). Furthermore, there are 18 part-time lecturers (two of them are Professors, one of them is Associate Professor, eight of them is PhD holder, seven have a Master degree – two of them with a PhD in progress).

#### **BBA Programme in Managerial Science**

The Faculty involved in this Bachelor programme consists of 21 full-time lecturers (two of them are Professors, three of them are Associate Professors, seven of them are PhD holders, two have a Master degree – one of them with a PhD in progress). Furthermore, there are 18 part-time lecturers (one of them is Professor, nine of them are PhD holders, eight have a Master degree – one of them with a PhD in progress).

#### **Organizations Management (M.Sc.)**

The Faculty involved in this Master programme consists of eleven full-time lecturers (two of them are Professors, seven of them are Associate Professors, two have a Master degree – one of them with a PhD in progress). Furthermore, there are ten part-time lecturers (two of them are Professors, one of them is an Associate Professor, three of them are PhD holders, four have a Master degree – three of them with a PhD in progress).

#### **Human Resources Management (M.Sc.)**

The Faculty involved in this Master programme consists of six full-time lecturers (one of them is Professor, four of them are Associate Professors, one of them is PhD holder). Furthermore, there are 15 part-time lecturers (one of them is Professor, five of them are Associate Professors, three of them are PhD holders, six have a Master degree – all of them with a PhD in progress).

#### **Marketing Management (M.Sc.)**

The Faculty involved in this Master programme consists of ten full-time lecturers (two of them are Professors, six of them are Associate Professors, one of them is PhD holder, one is a senior teacher). Furthermore, there are 13 part-time lecturers (one of them is Professor, one of them is an Associate Professor, seven of them are PhD holders, four have a Master degree – three of them with a PhD in progress).

### For all programmes

Faculty members include both full-time and part-time members from industry/business with practical experience. This gives students the advantage of experiencing the application of theory in practice. In addition, the programmes invite guest speakers, especially from industry, to give students different perspectives and a better understanding of how theory is applied in practice.

Appointment of new faculty members is organised by the Programme Management with the approval of Rector of the University. One of the important criteria in staff recruitment and employing process is the lecturer's academic qualification. The selection process is arranged by the Programme Council, and is based on the following selection procedure:

First, the need for new faculty members is identified and the Programme Director is informed accordingly, and the vacancy is approved. Once the vacancy has been approved, the CVs in the programme's database and the CVs of suitable lecturers in the desired subject area at other universities in the country are evaluated and the most suitable ones are invited for an interview. If necessary, the position will be advertised on the University's website and/or in local newspapers. The advertisements usually contain the necessary documentary details for the desired position. All information provided by the applicant is analysed and the applicant is invited for an interview. After the interview, the selected candidate will be asked to give a short seminar to the Programme Council on his or her research activities. Candidates who are suitable for the position to be filled are then communicated to the University Rector for final approval. After approval, the candidate is hired and the contract is signed between the Programme Director and the new faculty member.

New lecturers coming from the practical side receive teaching and training to acquire the necessary didactical and pedagogical skills and knowledge. In addition, the University has a cooperation with the British Council that offers lecturers the opportunity to attend advanced English courses to further their language skills. Erasmus+ programmes will also provide opportunities for international exchanges for both teachers and administrative staff.

The faculty members cooperate with each other when changes in the curriculum may be necessary. In addition, faculty members conduct joint academic research and write academic papers. The organisation of scientific events such as conferences and the invitation of guest speakers are also carried out in cooperation.

The students are assigned to the study advisors who are part of the faculty staff. The student advisors are responsible for advising students on course selection and enrolment procedures and for providing academic support. Due to the familiarity of the students, the advisors also offer advice on career planning. In addition, under the Student Union Committee many clubs have been founded in the University life to make students socially active in their intercultural environment.

### Appraisal:

The panel concluded for all study programmes that the structure and number of teaching staff correspond satisfactorily with the programmes' requirements. However, the panel noted the high number of part-time teaching staff, which even exceeded the number of full-time faculty in the two Master's programmes **Human Resources Management** and **Marketing Management** (HRM: 6 full-

time / 15 part-time and Marketing Management: 10 full-time / 13 part-time). In addition, discussions with the teaching staff revealed that they have to take on many administrative roles in addition to teaching and that the majority of lecturers with a PhD degree only work part-time. Since half of the lecturers are part-time, it is understandable that full-time faculty have to serve many different roles. Therefore, the panel **recommends** increasing the share of full-time faculty.

Based on the CVs provided, the panel was able to get an overview of the staff employed and concluded that the academic qualification of the faculties corresponds to the requirements and objectives of the study programmes. The University verifies the qualifications of the faculty members by means of an established procedure. Specific measures for further qualification of the faculty members are implemented.

The panel appreciates the University's effort to seek full-time professors and also sees this as recommendable, as a large proportion of lecturers with PhDs are currently only part-time. Therefore, the panel **recommends** considering the implementation of internal procedures to support the already employed full-time lecturers with academic promotions in order to increase the number of full-time lecturers with a PhD degree.

The staff's pedagogical/ didactical qualifications are in line with their tasks. Faculty coming from the practical side receive teaching and training in advance to acquire the necessary didactical and pedagogical skills and knowledge.

Practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice, which is particularly brought to the students by the part-time teachers and guest lecturers. During the interviews, the panel was also able to convince itself that a regular interaction between faculty members takes place, in which the study programmes' contents are discussed in order to improve them.

Student support is an integral part of the services provided by the faculty and tutors. It is offered on a regular basis and serves to help students study successfully.

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

## 4.2 Programme management

The Programmes' Council is the governing body of the programmes that exercises general oversight over the programmes for quality assurance and its affairs. The Programme Council has the authority to discuss and express its views on any educational matter of the programmes and provide recommendations to the Programme Director.

BA Programmes' Council is composed of the Chairman and seven elected faculty members. The Council is chaired by the Programme Director. The Programme Director coordinates the activities of everyone involved. He has the responsibility of:

- training quality, organisation of educational, scientific, financial and economic activities and budget;
- performance of the programme;
- representing the programme in the relationship with government agencies and organisations;
- identifying the programmes' administrative and functional management structure;
- concluding labour contracts and other agreements with employees;
- professional development, setting out their authorities, approving job descriptions;
- approving regulations governing the activities of the programme;
- identifying international relations, controlling its membership with foreign organisations;
- distributing of the courses to faculty members;
- dealing with student issues that cannot be dealt with by the student tutors;
- arranging meetings with members of staff to discuss programme issues and initiate any necessary changes.

An Advisory Board holds meetings on a regular basis to improve the programmes' quality.

All students are free to address the Dean to be guided in any academic issues they may be facing. Students can also reach course instructors via e-mail addresses, provided to students by course

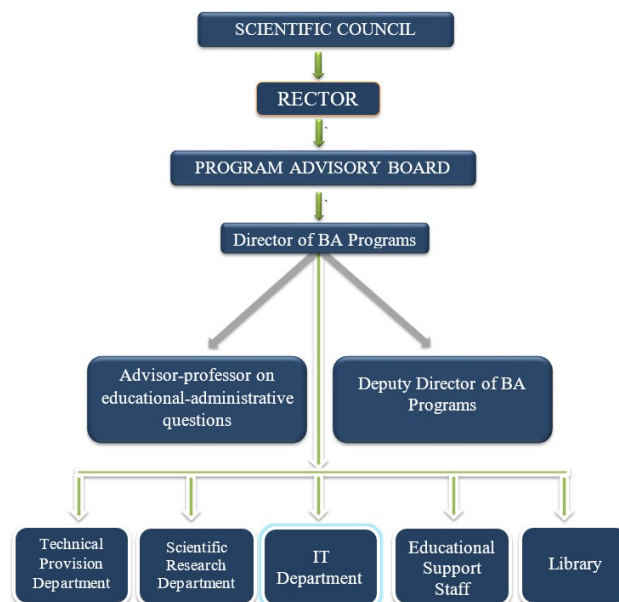
syllabuses at the beginning of each semester, and also via the programme web page and the programme page created in Facebook.

The Foreign Students Department provides support to international students regarding the admission and registration procedures. The Department also arranges events to help enhancing the multicultural environment of the university.

Administrative staff consists of 27 employees. Academic studies carried out by staff are financially supported and the programme provides funding for staff to attend international conferences as well.

The structure is as follows:

**Table 12: Organisational Structure of the Programmes<sup>5</sup>**



## Appraisal:

ASOIU has one programme director for all study programmes, who is supported by other members of staff (Deputy Head, Administration, Programme Council) and ensures that the study programmes run smoothly.

However, the panel points out that in addition to an advisory board, it would be advisable to have an additional person in charge for the individual study programmes who has a deeper expert knowledge explicitly in the respective area of the individual programme. For example, if curricular changes are necessary, it is helpful to have an expert in the explicit subject area who can help make decisions, since the different study programmes cover different topics that cannot be covered by a single person. However, since an advisory board has been set up to provide support, the panel has no fundamental concerns in this regard and would like to note this as room for future improvement.

<sup>5</sup> The abbreviation “BA programs” stands for Business Administrations programmes.

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

	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

ASOIU has cooperation agreements with 106 other higher educational institutions. The network is used for academic mobility of academic staff and students. Most of them are Russian or Turkish institutions. The other partner institutions are in countries like Kazakhstan, China, Ukraine or USA.

The ASOIU participates in a number of international projects for improving education quality and applying innovations in education. Since 2015, the ASOIU has been taking part in the Erasmus+ network. Within Erasmus+ network, the University participates in various projects for the improvement of the quality of higher education.

In addition, Georgia State University (USA), for example, contributes to the implementation of the study programmes in the form of the exchange of teaching staff, guest lecturers, the provision of computers or the provision of the necessary literature for the ASOIU library.

With the Erasmus+ International Credit Mobility, the ASOIU students gain the opportunity to study for a short period in leading universities of Europe. Furthermore, the Mevlana<sup>6</sup> programme creates opportunities for academic mobility with Turkish universities (ASOIU has currently 28 Turkish partners). ASOIU uses learning agreements to ensure that the students' studies abroad are transferable to the relevant programme.

Cooperation with companies and industry are mainly used for the invitation of guest speakers in order to give students a different perspective and a better understanding of the application of theory to practice. The information presented by these speakers shall contribute to the students' qualification and skills development.

The ASOIU's membership in regional and international organisations creates frames for the improvement of the quality of education, paves the way for the implementation of projects and reforms. The ASOIU is the member of the following international associations:

1. European Universities Association
2. Black Sea Basin Universities Association
3. Eurasian Silk Way Universities Consortium
4. International Association of University Presidents

---

<sup>6</sup> Mevlana is an exchange programme, which aims the exchange of students between the Turkish higher education institutions and higher education institutions of other countries.



5. Caucasus University Association
  6. International Association of Energy Universities
  7. Azerbaijan-Russia Association of Higher Education Institutions
- International Cooperation programs:
1. DAAD (German Academic Exchange Service)
  2. Erasmus+ programme
  3. Korea International Cooperation Agency
  4. IEEE Computational Intelligence Society
  5. CISCO Networking Academy
  6. Oracle Academy
  7. Auto Cad Design Academy
  8. Azerbaijan-UK Alumni Association
  9. AIESEC Alumni International

## Appraisal:

Cooperation with universities, other scientific institutions and networks as well as with business enterprises with an impact on the programme are plausibly presented and actively pursued.

Furthermore, the University uses its network of companies and industry to invite guest lecturers, which benefits all students by providing insights into practice. Both kinds of cooperation bring benefits to students that participate in exchange or in the guest lectures.

		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

Since an online conference was conducted, the panel was not able to visit the University on-site. Therefore, the panel was provided with a video and descriptions of the University's premises and facilities.

The University`s infrastructure consists of:

- three educational buildings,
- library,
- information Computing Center,
- publishing house,
- dormitory,
- Student Polyclinic and Hospital,

- Sports Complex,
- Recreation Complex in Nabran,
- Internship center in Dashkesan and
- three Research Institutes

The building of the University consists of three floors. The programmes' floor is 500 m<sup>2</sup> including classrooms, offices, labs, and corridors. The table below describes the classrooms and the IT equipment of the University.

**Table 13: Faculty classrooms, their capacities, and teaching equipment**

Class-room	Area (m <sup>2</sup> )	Student Capacity	Equipment of Teaching
Room 238-2	53 m <sup>2</sup>	48	Whiteboard/ Computer/ Projector/ Internet connection/ Air conditioner/
Room 238-3	30 m <sup>2</sup>	32	Whiteboard/ Computer/ Projector/ Internet connection
Room 238-4	30 m <sup>2</sup>	30	Whiteboard/ Computer/ Projector/ Internet connection/ Air conditioner
Room 238-6	30 m <sup>2</sup>	28	Whiteboard/ Computer/ Projector/ Internet connection
Room 238-7	43 m <sup>2</sup>	39	Whiteboard/ Computer/ Projector/ Internet connection
Room 238-8	30 m <sup>2</sup>	28	Whiteboard/ Computer/ Projector/ Internet connection
Room 238-14	41 m <sup>2</sup>	14	Whiteboard/ Computer/ Projector/ Internet connection/Laboratory Artificial Intelligence
Room 238-16	21 m <sup>2</sup>	22	Whiteboard/ Computer/ Projector/ Internet connection
Room 451	66 m <sup>2</sup>	77	Whiteboard/ Computer/ Projector
Room 451.1	38 m <sup>2</sup>	45	Whiteboard/ Computer/ Projector
Room 451.2	38 m <sup>2</sup>	45	Whiteboard/ Computer/ Projector
Room 451.3	56 m <sup>2</sup>	63	Whiteboard/ Computer/ Projector
Room 451.4	40 m <sup>2</sup>	45	Whiteboard/ Computer/ Projector

The ASOIU library is 1,245 m<sup>2</sup> in size. Library fund constitutes about one million books. The Reading Hall is 217.5 m<sup>2</sup> in size and houses 80 readers. The Reading Hall is equipped with computers and internet connection.

Online access to a variety of online databases is available, such as EBSCO, ISI Web of Science, Science Direct, TAYLOR and FRANCIS, Emerald, and ULAKBİM.

The library is open 8 hours a day, from 9am to 7pm. The library staff consists of 18 persons who are available to students for support.

## Appraisal:

Since an online conference was conducted, the panel was not able to visit the University on-site. Therefore, the panel was provided with a video and descriptions of the University's premises and facilities and based their assessment on this evidence. According to that information, the provided teaching rooms and the equipment of the learning facilities seem to be in line with the needs of the study programmes.

The opening hours of the library adequately cater for the needs of students both during and outside lecture hours. The panel is of the opinion that access to literature is digitally accessible and ensured (e.g. through electronic media and databases). The literature explicitly required for the programmes is kept up to date - here, however, the course descriptions should be regularly adapted/updated (see recommendation in chapter 3.3).

	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

ASOIU arranges necessary counselling services with information and guidance for students to contribute to the personal, physical, cultural and social development of its students as well as their academic achievement. It organises activities to endow students in social and cultural terms, to promote a sense of unity and solidarity and to support students in their transfer to employment.

The ASOIU Alumni and Career Center provides career counselling services in the University, and each student is assigned a student advisor from among the staff members. Student advisors are responsible for guiding students in their course selection and registration process, and provide academic support. Students continue working with student advisors until the completion of their studies, therefore student advisors are very familiar with their students. Due to student familiarity, student advisors also provide guidance regarding career planning/counselling upon the request of students.

In addition, ASOIU organises job fairs for alumni or students who seek discovering career and employment opportunities offered in Azerbaijan and provides a platform for its students to upload their CVs. The ASOIU Alumni and Career Center has setup a network among the programmes' graduates that allow the graduates to share their professional experience, and has its own Facebook page which informs about the Center's main activities, arranged trainings, seminars and conferences, career fairs, and other useful news/information. Thus, ASOIU's graduates are kept up to date with the activities and developments of the University.

### Appraisal:

In terms of placement service, ASOIU undertakes a variety of activities for its students, such as organising career fairs where companies are also invited, or providing a job search platform. Each student also has a student advisor. However, as their role is mainly to provide academic and administrative support to students, the panel recommends using the already existing career centre beyond the organisation of career fairs. Thus, the panel **recommends** considering having the ASOIU

Alumni and Career Center as a traditional career centre with a permanent contact person who is exclusively responsible for career counselling.

An alumni organisation has been set up with the aim of developing an alumni network. In particular, the Facebook group created for this purpose is used for communication and information exchange between the university and the alumni.

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

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

ASOIU is a state university. Moreover, the source of financing is also tuition fees. Fees for education constitute the main source of the income. As ASOIU argues, financial security is given by the fact that the number of students is not falling.

Students must pay tuition fee according to the number of credits taken during a semester and the sum of tuition fee determined based on credits. The tuition fee for the credits and the total fee due are indicated in the document on "Expenses for Operation and Material Technical Provision". The funds formed based on the tuition fee are used for covering related costs on programme implementation and salaries for the faculty and administrative staff.

The "Expenses for Operation and Material Technical Provision" includes allocation of resources for all matters related to the activity and development of the programme, provision of the library, rooms and labs with up-to date teaching aids and facilities, or creation of auditoriums equipped with personal computers via connecting Internet global telecommunication networks.

### Appraisal:

ASOIU is financed by the Republic of Azerbaijan. The programmes are also financed by tuition fees, which cover the running costs. The study programmes are funded for the entire accreditation period through the above stated system so that students should 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

ASOIU strives for quality in teaching and aims to build up mechanisms that allow a continuous self-reflection of its performance that is based on results of a quality assurance system. The established quality assurance and development procedure of the University regularly and continuously monitors and develops the quality of the programmes with regard to its contents, implementation and outcomes through the following instruments:

At the end of each semester, students are asked to complete an online survey for each of their courses in order to gain feedback in relation to the course and the course instructor. This survey is carried out through the e-university “unibook”. The aim of the questionnaire is to increase the quality of teaching and learning outcomes achievement. The results are analysed and provided to the Programme Director and the appropriate lecturer. This process provides feedback resulting in necessary improvements of the instructors’ teaching quality and the content of courses.

At the end of each semester, the Programme Director holds an “end of semester evaluation meeting” in order to discuss the overall outcomes of the semester with course instructors. This meeting is the platform for discussing and identifying the issues and problems faced by the instructors and students. It is implemented in order to find suitable solutions to the emerging problems. Teacher with very good results are awarded.

ASOIU conducts a survey for alumni and employers. External quality assurance surveys are conducted once every one or two years. Furthermore, the ASOIU Alumni and Career Center is also in regular contact with the alumni, so any information provided can be used for further improvement of the programmes. ASOIU also established the Business Advisory Board of the BA Programmes. This group of business professionals assists the programmes on strategic issues. The Advisory Board includes representatives of local companies and institutions as well as alumni/student. The aim of the Advisory Board is to provide an independent, expert review and critique of the academic activities of study programmes to improve the quality of teaching, research, and services.

The content and curriculum of the programmes is available on the University’s website and in promotional catalogues. Course plans, examination schedules and examination rules are announced online as well as on the programme’s notice board in the University building.

Activities during the academic year are announced on the programme’s website, Facebook page and notice board. All the announcements regarding the programme documents or/and the programme related events and activities are done by the programme’s Dean.

### Appraisal:

In the opinion of the panel, the University has established a quality system that regularly reviews the development of the study programmes. For this purpose, student, lecturer, alumni and employer surveys are conducted on a regular basis. The panel was also provided with results and templates

for review. The used survey for the course evaluation checks on various subjects. There is also a question regarding the students' perceived workload.

The panel sees room for improvement in becoming more transparent in how the data obtained is used and what measures this leads to, i.e. how the results are implemented. In the discussions with the teachers and students, it was confirmed that regular evaluations take place to improve the study programmes, but it became apparent in both discussion groups that there is a lack of communication of the results and the resulting measures.

Therefore, with regard to the quality management process, the panel sees the need to establish a formalised process and anchor it in the Quality Management System in order to inform interested and involved parties about the results and the measures to be derived from them. In the opinion of the experts, it is particularly useful to record all formal processes in a quality handbook.

Therefore, the panel recommends the following **condition**:

The University implements a formalised procedure to inform interested and involved parties about the evaluation results and the quality assurance measures to be derived from them.

This would could also lead to the positive effect, for example, on the parties participating in the evaluations being able to understand to what extent their feedback has been listened to or how it has been implemented. Teachers and students reported that the possibility to give feedback also exists beyond evaluations, but that it is not always possible to transparently understand how this is finally implemented or used as input.

Evaluation by students, lecturers and graduates as well as employers is carried out regularly and according to a prescribed procedure. However, the outcomes are not communicated to the parties involved, so the above stated condition is recommended in order to firmly embed the communication of the outcomes in the quality management system.

The study programme's aim and curriculum have been suitably documented and published. Students have access to all relevant information on the programme (e.g. regulation, course descriptions, information on examinations, etc.). In addition, the University regularly publishes the latest news and information about the programmes - Instagram is used particularly actively for this purpose and displays various information about the University.

		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)					<b>condition</b>
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: Azerbaijan State Oil and Industry University (ASOIU)

### Bachelor / Master programmes:

1. Bachelor of Business Administration Programme in Managerial Science
2. Bachelor of Business Administration Programme in Business Economics
3. Master of Organizations Management
4. Master of Human Resources Management
5. Master of Marketing Management

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



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

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)			X		
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities			X		
4.6*	Financing of the study programme (Asterisk Criterion)			X		
<b>5</b>	<b>Quality assurance and documentation</b>					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)				<b>condition</b>	
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		