

Decision of the FIBAA Accreditation and Certification Committee



13th Meeting on March 6, 2024

PROGRAMME ACCREDITATION

Project Number:	22/106 Cluster 4
Higher Education Institution:	Universitas Padjadjaran
Location:	Indonesia
Study programme:	Bachelor of Management (S.E.) Master of Management (MM)
Type of accreditation:	initial accreditation

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

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programmes are accredited.

Period of Accreditation: March 6, 2024 until March 5, 2029.

The FIBAA Quality Seal is awarded.



**FOUNDATION FOR INTERNATIONAL
BUSINESS ADMINISTRATION ACCREDITATION**

FIBAA – BERLINER FREIHEIT 20-24 – D-53111 BONN

Assessment Report

Higher Education Institution:

Universitas Padjadjaran, Indonesia

Bachelor/Master programme:

Bachelor of Management

Master of Management

Qualification awarded on completion:

Bachelor of Economics / Sarjana Ekonomi (S.E.)

Master of Economics / Magister Manajemen (MM)

General information on the study programmes

Brief description of the study programmes:

The **Bachelor's degree Management (BM)** study programme was launched under Government Regulation No. 37, 1957 on September 18, 1957. The Undergraduate Management Study Programme prepares its graduates as reflected in its study programme's profile: first-level managers in the field of Marketing, Operations, Human Resources, and Finance; as well as the analysts and Consultants; and independent young entrepreneurs.

The **Master's degree Management (MM)** study programme was introduced under the Rector's Decree No: 76a / PT06 on June 19, 1992 through No. 525/DIKTI/Kep/1993. The purpose of establishing this study programme was to meet the demand of different organisations and develop good profit and non-profit management concepts in the manufacturing industry, banking, agricultural business and in public services (government environment, hospitals, and other services).

Type of study programme:

Bachelor programme (BM)

Master programme in Management (MM)

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

Bachelor of Management: 4 years (8 semesters); 147 credit points / 245.5 ECTS credits

Master of Management: 2 years (4 semesters); 44 credit points/ 73.5 ECTS credits

Mode of study:

Both programmes: full-time

Didactic approach:

Both programmes: study programme with obligatory class attendance

Double/Joint Degree programme:

Bachelor of Management: optional

Master of Management: optional

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

Bachelor of Management: 120 students per year

Master of Management: 120 students per year

Programme cycle starts in:

Bachelor of Management: summer semester (August)

Master of Management: winter semester (February)

Initial start of the programme:

Bachelor of Management: 1957

Master of Management: 1993

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the Bachelor of Management and Master of Management programmes was made between FIBAA and Universitas Padjadjaran on September 13, 2022. On April 10, 2023, 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. At the same time, FIBAA appointed a review panel¹. The HEI has agreed with the chosen experts. The panel consisted of:

Prof. Dr. Reinhard Bachmann

University of London, the United Kingdom

Professor of International Management (Business Administration, General Management, International Management, Strategic Management, Business Ethics, Marketing, Human Resource Management, Sustainability, Business Systems, Entrepreneurship, Leadership, Organizational Behaviour)

Muhammad Fakhri Husein, Ph.D

State Islamic University of Sunan Kalijaga, Indonesia

Lecturer of Accounting at Islamic Economic Law Department of Faculty of Syaria and law.
Head of Quality Assurance office, UIN Sunan Kalijaga Yogyakarta
(Economic, Management and Accounting)

Prof. Dr. Alexandra Luig

Hochschule Fresenius, University of Applied Sciences, Germany

Professor for corporate and personnel management/Business Administration, Corporate Management, Personnel Management, Strategic Management, Sustainability Management, Innovation Management, Change Management, Human Resources Management, Digital Transformation, Agility, New Work)

Pascal Kruggel

IU Internationale Hochschule GmbH, University of Applied Sciences, Germany

Student Master of Business Administration (MBA)

Tanja Zurwehme

IBM Germany GmbH, currently self-employed (ex-Head of Department HR University Programs & Head of Training)

(Human Resource Management, General Business Administration, Coaching, Digital Learning Formats, Project Management, Agile Working Methods)

FIBAA project manager:

Yelena Istileulova, PhD

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 October 5-7, 2023 via the video conferencing tool *Zoom*. The same cluster included an appraisal of the Doctoral Programme in Management. At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the HEI. The assessment report based on this was delivered to the HEI for comment on January 19, 2024. The statement on the report was given up on January 26, 2024. It has been taken into account in the report at hand.

¹ The panel is presented in alphabetical order.

Summary

For Bachelor programme

The Bachelor's degree Management (BM) Study Programme offered by Padjadjaran University fulfils the FIBAA quality requirements for bachelor programme and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on March 6, 2024 and finishing on March 5, 2029. 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 one area where the Bachelor programme could be further developed:

- International outlook (see chapter 3.4)

The panel **recommends** that UNPAD/ the FEB Bachelor programme should consider a concept for what it could offer researchers from abroad in order to increase its attractiveness for international lecturers.

For Master programme

The Master's degree Management (MM) Study Programme offered by Padjadjaran University fulfils the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on March 6, 2023 and finishing on March 5, 2028. 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 with the Bologna Declaration.

The panel members identified one area where the Bachelor programme could be further developed:

- International outlook (see chapter 3.4)

The panel **recommends** that UNPAD/ the FEB Master programme should consider a concept for what it could offer researchers from abroad in order to increase its attractiveness for international lecturers.

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 are two criteria in which the Bachelor and Master programmes exceed the quality requirements:

- Integration of theory and practice (see chapter 3.1.3)
- Ethical aspects (see chapter 3.1.5)
- Cooperation with business enterprises and other organisations (see chapter 4.3)

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

Information

Information on the Institution

The University Padjadjaran or Universitas Padjadjaran (hereinafter referred to as UNPAD), established on September 11, 1957 and located in Bandung, West Java, Indonesia, is a public University. It is one of 15 universities with the status of “state university” as a legal entity (PTNBH, see PP 80/2014). UNPAD has "A" accreditation status from the National Accreditation Body for Higher Education (BAN-PT) (see BAN-PT 408/2018).

The University participates in the following rankings with the following results in 2022:

1. The *Times Higher Education* (THE) Impact Ranking 2022: UNPAD is ranked 101–200 in the world, and it is number “fourth” nationally.

2. The QS World University Rankings 2023: UNPAD is ranked 751–800 in the world, and it is number 7 - nationally. In 2022, UNPAD was ranked 801–1,000 in the world, 192 - in Asia, and number 7 - nationally.

According to the SER and the presentation of the Rector of the University as of October 4, 2023, UNPAD has a following vision: “*To become a university with world reputation and impact on society*” with the following mission statements²:

- 1) Achieving academic excellence and obtaining the national and international recognitions;
- 2) Improving relevance, and innovation in education, research and community engagement;
- 3) Gaining independence by capitalizing internal resources and strategic partnerships;
- 4) Increasing the contribution of UNPAD in challenging issues with an impact on the people of West Java and Indonesia;
- 5) Developing leadership with a collective, professional, and integrity culture in the University's sustainability management.

To implement these commitments, UNPAD set the strategic plan for the years of 2020–2024. This strategic plan focuses on developing the quality and competence of human resources, academic excellence with international standards, the common goals (CGs) of West Java Province and Indonesia, and global recognition. It serves as the foundation for UNPAD's future planning and orientations. According to the presentation of Rector (as of October 4, 2023), during 2023-2024, the focus is made on internationalisation with the following directions:

- Increase the number of foreign lecturers and researchers
- Improve the academic reputation
- Improve reputation among employers
- Open the International class
- Increase the number of foreign students
- Accredite study programmes at the international level

UNPAD has produced more than 200,000 graduates for the academic and professional fields. As of September 2022, there are 31,137 students (including 70 international students) enrolled

² <https://www.unpad.ac.id/universitas/visi-misi-purpose>

at UNPAD in 190 programmes, ranging from the vocational, undergraduate, to postgraduate programmes. During the graduation ceremony in August 2022, UNPAD had 8,257 graduates.

The faculty staff of UNPAD is 2,062 people, and out of them there are 1,155 lecturers with Ph.D degrees, and 244 lecturers – with a status of “full professor”. During the academic year 2022/2023, when the University accepted 8,258 new students: 84.35 % in the vocational and undergraduate programmes and 15.65 % in the professional Master’s and Doctoral programmes.

Faculty of Economics and Business (FEB)

UNPAD established the Faculty of Economics in September 11, 1957. On August 26, 2011, UNPAD changed the title from the Faculty of Economics to the Faculty of Economics and Business (FEB), UNPAD. This change has positioned the FEB as a national and international institution in the field of science and business management, and as a step towards world-class university.

FEB UNPAD follows to Law on the National Education System (No. 20/2003). FEB UNPAD prepares its students with the formal education system to develop the skills, and competences of a nation. Faculty of Economics and Business (FEB) UNPAD currently has 19 active course programmes ranging from the four-year Diploma programme up to the Doctorate programme.

Currently, FEB UNPAD has four Campuses, five Research Centres and 144 full-time faculty members, 22 Professors, lecturers, and researchers, 128 Staffs, 4423 Students, more than 40+ foreign partners from 17 countries as well as :

- Three departments: the Department of Accounting, the Department of Economics, and the Department of Business and Management.
- 19 Study Programmes: Five Bachelor Programmes, six Master Programmes, four of four-years Diploma Programmes, one Professional Programme, and three Doctoral Programmes.

FEB received the following position of Quacquarelli Symonds World University Rankings (QS WUR) for two subjects in 2022

#451 – 500 for Economics and Econometrics

#451 – 500 for Social Sciences and Management

- 14 study programmes have been accredited by ABEST 21, - the Alliance on Business Education and Scholarship for Tomorrow.
- Member of AAPBS (Association of Asia-Pacific Business Schools) since 2020
- Magister Management (MM) Study Programme, certified internationally by Quality Management System (QMS) ISO 9001:2015 since 2014

Since December 2021, FEB has been designated as one of the government agencies with a Zona Integritas, or ZI, a corruption-free zone (WBK) to prevent corruption and improve the quality of public services.

Statistical data of the programmes

Table 1. Statistical Data: Bachelor degree of Management (**BM**) Study Programme

		2022	2021	2020	2019
# Study Places offered by HEI		145	127	148	85
# Applicants	Σ	6893	7349	5874	2931
Application rate		4753%	5787%	3969%	3448%
# First-Year Students (accepted applicants)	Σ	143	99	105	80
	f	69	46	63	36
	m	74	53	42	44
Rate of female students		0,48	0,46	0,60	0,45
# Foreign Students	Σ	23	42	1	3
	f	23	33	1	1
	m	0	9	0	2
Rate of foreign students		0,16	0,42	0,01	0,04
Percentage of occupied study places		98,62%	77,95%	70,95%	94,12%
# Graduates	Σ	92	105	92	97
	f	41	58	48	54
	m	51	47	44	43
Success rate (students who finished their studies)		97,90%	93,94%	99,05%	98,75%
Dropout rate (students who		2,10%	6,06%	0,95%	1,25%

<i>dropped their studies)</i>					
Average duration of study		4,4	4,4	4,3	4,6
Average grade of final degree		3,57	3,56	3,46	3,46

The management study programme in 2019 has a capacity of 85 students with the accepted 80 students in total. Meanwhile, the total student capacity in 2022 increased to 145 students with a total number of students accepted as many as 143. The number of foreign students has been sharply increasing during the last two years. Percentage of occupied study places is the ratio of accepted applicants and study places offered by HEI ($99/127=77.95\%$). An average duration of study is 4.4 years (from 2019 until 2022). The average grade has been steadily increasing since 3.46 until 3.57 in 2022. Differently from BM, looking at the amount of MM students, the programme does not have a high demand on the market compared to the Bachelor degree, mainly due to the nature of its programme (when majority of MM students are working on a full time basis)

Table 2. Statistical Data: Master degree of Management (**MM**) Study Programme

		2022	2021	2020	2019
# Study Places offered by HEI		120	130	140	130
# Applicants	Σ	96	131	120	135
Application rate		80%	100,8%	85,7%	103,8%
# First-Year Students (accepted applicants)	Σ	75	72	96	102
	f	45	40	42	51
	m	30	32	54	51
Rate of female students		0,60	0,56	0,44	0,50
# Foreign Students	Σ	5	2	3	5
	f	0	2	2	3
	m	5	0	1	2
Rate of foreign students		0,07	0,03	0,03	0,05

Percentage of occupied study pl.		62,5%	55%	69%	78,5%
# Graduates	Σ	68	88	96	97
	f	33	40	39	40
	m	35	48	57	57
Success rate (students who finished their studies)		98,65%	97,22%	97,92%	99,02%
Dropout rate (students who dropped their studies)		1,35%	2,78%	2,08%	0,98%
Average duration of study		2,4	2,4	2,4	2,1
Average grade of final degree		3,75	3,73	3,72	3,64

The number of MM applicants has a trend towards its slight decrease, while the number of female students are growing. Application rate is also decreasing: it covers 80 % of study places offered.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme *

Bachelor of Management (BM)

The BM study programme of the Faculty of Economics and Business (FEB) was launched under Government Regulation No. 37, 1957 (see self-evaluation report, chapter 0.2 Further development of the programme and implementation of recommendations from previous accreditation) on September 18, 1957. BM prepares its graduates as reflected in its study programme's profile:

- First-level managers of Marketing, Operations, Human Resources, and Finance
- Professionals who act as consultants and analysts for non-government organisations
- Independent young entrepreneurs

In 2022, 27.3 % graduates worked in government (Ministry of finance, Ministry of foreign affairs, Ministry of Cooperatives and local government), 10 % in state-owned companies, 55 % in private companies (start-up, e-commerce, multinational businesses), and 3 % in their own business.

The BM study programme of the Faculty of Economics and Business (FEB), UNPAD has a **vision** of "*Being One of the Best Management Schools in the ASEAN Region by 2025*".

This vision is the commitment of BM FEB UNPAD to produce its graduates with excellent competencies in the fields of Management and Business at the levels of theory, approach, scientific methods and principles with practical application at national and international levels.

The BM FEB has a **mission** to:

1. develop the ability for quality learning and keep up with the times to produce graduates with related competences in the fields of Management and Business,
2. expand research on Management and Business development at the local, national and international scopes,
3. carry out community service to support learning and advances in science and technology for the academic community, government, industry and society,
4. enhance professional education management by implementing principles of quality assurance that can synergize stakeholder interests with educational goals,
5. establish strategic cooperative relationships with the community, government, business and industry, educational institutions, and other universities both domestically and internationally abroad on an ongoing basis by applying the principle of equality, partnership and mutual trust

The **academic vision** and educational objectives of this study programme are based on the Indonesian National Qualifications Framework, which is abbreviated as KKN. It is structured to meet the demands and contents of the fourth (4.0) industrial revolution to produce graduates of Bachelor of Management who are able to compete at the national and international levels. More specifically, the study programme follows the Programme Learning Outcomes (PLO)

Guidelines of the Outcome Based Education (OBE), where the commitment of this Management study programme are to fulfill the learning outcomes of this programme, and where curriculum must demonstrate the abilities of its graduates to:

1. use science and technology in the field of management by demonstrating managerial skills to the challenging situations encountered in various types of organisations,
2. master the concepts of management theory and business knowledge in general and specifically applying concepts of finance, marketing, management and operations' human resource management, and entrepreneurship as well as start-up businesses,
3. make the strategic decisions in the field of management and business based on information and data analysis,
4. have a leadership spirit that leads to achievements and contribute to the team and the clients' solutions.

Master of Management (MM)

The **Master of Management (MM)** was introduced under the Rector's number No: 76a / PT06 on June 19, 1992, through No. 525/DIKTI/Kep/1993. The purpose of establishing the MM study programme was to develop good profit and non-profit management concepts in various organisations: manufacturing industry, banking, agricultural business and in public services (government environment, hospitals, and other services).

The postgraduate Management study programme is expected to meet competency standards based on the National Higher Education Standards (SN-Dikti) and the Indonesian National Qualifications Framework (KKNI) with its Attitude, General Skills, Special Skills and Knowledge. According to the graduates' profile, the Managers of Companies or Leaders, Management Consultants and Business, entrepreneurs will be prepared.

The **vision** of Master of Management (MM) UNPAD Programme's vision is to become an internationally reputable and qualified management & business programme to prepare reliable, professional and managers with ICT-skills, as well as consultants and entrepreneurs in 2026.

The following **missions** are helping to achieve the vision to:

1. organise the MM programme study in curriculum encouraging creative, innovative entrepreneurship, and visionary leadership of the graduates with digital abilities,
2. develop research in the field of management and business based on organisational approaches that contributes to the advancement of management science
3. conduct community service by applying the management & business science and implement a good governance in the organisation of the MM study programme with international standard,
4. establish strategic cooperative relationships with stakeholders including other educational institutions, the government, and society.

The academic vision and the objectives of MM programme are in line with the vision and mission to:

1. implement a learning system in the field of management and business that is in accordance with the needs of the higher education curriculum in forming creative, innovative and visionary graduates.
2. prepare graduates to do research, provide consulting and be able to organise the community service in the field of business.

3. prepare research roadmaps for lecturers and students in the field of management and business research in an integrated manner with faculty and university's roadmaps.
4. generate and improve community service in the field of management and business through strategic collaboration with various stakeholders.
5. produce research-based scientific publications in the field of management and business for their community.
6. increase the availability of supporting facilities and infrastructure for higher education at the international master level.
7. implement an international quality assurance system to maintain and improve the local quality of higher education

Appraisal:

The qualification objectives of the BM and MM programmes are explained, and they are presented to the targeted professional fields and societal context of the discipline of Management. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality.

At the same time, the panel of experts suggests re-visiting and/or adding some objectives to make them more comprehensible in relation to the target groups. Specifying the target groups and integrating them to the objectives of study programmes will make an explanation more relevant for the implementation of BM and MM programmes.

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

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

1.2 International orientation of the study programme design *

FEB UNPAD has been actively expanding its partnerships, collaborations, and links with the best business and management schools and faculties around the world, and it brings benefits of networking activities, language immersion and diversification of student population. The goal of collaboration is to enrich, expand, and deepen the capabilities of students and lecturers. Currently, FEB is engaged in the activities with 23 foreign universities and cooperate with other institutions and organisations. These activities include the listed activities with many benefits:

- **Research projects** – improve the cross-disciplinary knowledge, share these perspectives between researchers and bring foreign co-supervisors for doctoral theses
- **Student exchange** - takes place mainly at the bachelor degree level, with the opportunities to study abroad for a semester and broaden students' perspectives, providing them with valuable knowledge about other cultures and business opportunities.
- **Double degrees** - emerge at both levels: the undergraduate and postgraduate (master's) levels, developing double degrees with overseas partners with the use of “3+1” or “2+2”

schemes for undergraduate levels and “1+1” schemes for master's level. The students spend their first two years at FEB UNPAD (two years - for undergraduate/one year for master) and one academic year at the host HEI to earn two diplomas.

- **Joint Conference, Seminars, and Doctoral Colloquium** – FEB hosts a number of conferences and doctoral colloquia in collaboration with partner universities around the world on the topics of economics, accounting, business, and management.
- **Visiting Scholars** – bring scholars from prominent universities worldwide to the Faculty of Economics and Business for public lectures and postgraduate workshops.

Bachelor of Management (BM)

The BM study programme encourages graduates to adapt, create and innovate in the process of responding to various changes in the field of management and business at the national and global levels, to the needs of the job market.

The BM study programme had the highest number of applicants (2,804) in UNPAD, in 2021, with the highest demand for the capacity of only 28 people. In order to become one of the best undergraduate management schools in ASEAN, the internationally-oriented programmes are specifically designed in the way students can acquire the relevant knowledge and skills to be able to compete in the international world of work and international academic settings. This programme offers the following:

- Offer International Class (International Undergraduate programme)
- Adopt the Outcome Based Education (OBE) approach for Curriculum
- Invite foreign lectures to be involved in the courses of FEB
- Has a students' exchange with international partner universities
- Facilitate students' exchange to study abroad through the Indonesian International student Mobility Awards (IISMA) and Double Degree Programmes
- Involve students in international events organisation, and international internship programmes during Summer Programmes and students activities

Master of Management (MM)

The MM study programme develops its curriculum in line with human resource development. Its curriculum development includes the compulsory courses, such as International Seminar and Company Visits (ISCV or Indonesian SIKP (Seminar Internasional dan Kunjungan Perusahaan) as well as Human resources' course.

The MM study programme plans to set up the International class (in English language). This internationalisation programme has received ISO 9001:2015 - ABEST21 certificate. The specific international programme is designed within this study programme, with a double/joint degree programme for masters' level. This programme opens up the opportunities to work in an international context. The study programme also provides various opportunities for students, for instance, to publish their articles in international journals.

Appraisal:

The programmes' design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

	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

Positioning of the study programme on the job market for graduates and overall strategic concept

Bachelor of Management (BM)

The undergraduate BM study programme was established in 1957, on September 18 by Government Regulation no. 37 of 1957. Due to the high demand of the undergraduate BM study programme with **7,349** applicants, it has a “very good accreditation rating” based on the results of the institute of Accreditation for Economics, Management, Business, and Accounting Programs, known as LAMEMBA³, which is an independent nonprofit organisation established by Indonesian professional academician bodies. The BM programme was also ranked as number “4th” in Indonesia according to THE - Times Higher Education in 2023.

This programme has a goal to meet the demands of international quality standards, with the graduates in Management who are able to compete in the global job market with a positive impact on sustainable national development. Thus, the special curriculum design is prepared for seven semesters with **147 local credits**. This study programme is carried out in Indonesian language - for regular classes, and in English - for the international classes (including for the examination and thesis defence).

The undergraduate Management study programme also has various international collaborations for student exchange and dual degree programmes. The students can also obtain two degrees, - a Bachelor of Economics degree and the other degree obtained from partner universities abroad. The dual degree programmes with overseas universities are priorities for the students of “international class” study programme. The number of these international students who have completed their studies at FEB is 46 graduates. In addition, around 40 FEB students have participated in international programmes abroad, both in the context of double degree programs, student exchanges, short programmes, and other programmes.

The lecturers of this programme are coming from the various national institutions promoting the status of this programme. They are the members of the board of the Independent Accreditation Institute for Business Management & Accounting Economics and International Institutions such as the Global Forum for Education & Learning (GFEL). UNPAD always encourages lecturers’ participation in research activities through various research schemes suggested in UNPAD Research Grants (so-called HRU). For the last three years, 569 research projects’ activities have been implemented by lecturers of the undergraduate Management study programme. In 2023, three lecturers of the undergraduate management study programme received Action Research Grants.

³ <https://lamemba.or.id/en/>

The number of citations of the academic staff of UNPAD is also an additional indicator of the lecturers' performance. According to SER (chapter 1.3.1, p. 19), there were 5,967 citations recorded in various scientific works by lecturers of management study programmes; this number indicates a large number of citations.

As for positioning on the **job market** for graduates, the undergraduate Management study programme prepares its graduates as reflected in its study programme's profile:

- First-level managers in the field of Marketing, Operations, Human Resources, and Finance; as well as
- Analytical officers and Consultants;
- Independent young entrepreneurs

With the Merdeka Campus Programme, FEB also fosters students from various universities in Indonesia through such MBKM programmes as: *Permata, Student Exchange, Sasrabahu, NUNI, UNPAD X ITB, Internships, and Certified Independent Studies*.

More than 300 students from outside UNPAD participated in the independent campus programmes of FEB UNPAD.

According to the results of a tracer study conducted in 2022, 227 alumni participated in programmes:

- 55 % graduates worked in private companies,
- 27.3 % in government agencies,
- 10 % in the state-owned companies
- 3 % of graduates have their own business.

Based on the results of a survey, 68,22 % percent of graduates are employed within less than six months after graduating this programme.

The legal foundation for the overall strategic concepts of BM and MM programme is provided through the listed Regulations:

- Regulation of the President of the Republic of Indonesia Number 8 of 2012, Concerning the Indonesian National Qualifications Framework (KKNl);
- Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 73 of 2013, Concerning the Application of IQF in Higher Education;
- Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 3 of 2020, Concerning National Higher Education Standards;
- Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 5 of 2020, Regarding Accreditation of Study Programs and Higher Education;

Master of Management (MM)

According to the University, the MM study programme is the only programme that offers a unique Master of Management and Public Administration (MPMA) Dual Degree Cooperation Programme with the Schools of management and business of Rikkyo University, Japan and with the Graduate Business School, Western Sydney University, Australia.

The Master of Management (MM) programme has also been implementing the International Seminar and Company Visits (ISCV) programme since 2015. Besides the team, which

combines the teaching and practice, the programme also produces the assets. These assets belong to two public and one private universities.

The Master of Management programme at UNPAD has a rank of "Palms of Excellence" in the 2023 "Eduniversal" ranking for business schools, and holds a position at 500th place in the subject of management and business in the Times Higher Education's ranking. Furthermore, MM study programme also offers the opportunity to pursue international education and gain the international exposure through connections with overseas companies. The programme organises international excursions, also with a partnership of the Rikkyo University and Western Sydney University. The lecturers are coming from different countries: Germany, the UK, the Philippines, and others, enriching the learning experience for students of MM study programme.

As for positioning on the job market for graduates, the MM study programme is committed for excellent graduates who are equipped with skills and strong knowledge to work as corporate executives or institutional leaders, innovative management consultants for business and non-business institutions, or become entrepreneurs. The Alumni Association of the MM study programme hosts annual prestigious events for alumni to stay connected and to share their career and recruiting services. In order to support the employability of graduates, the MM study programme presents practicing lecturers for each subject, and the students have the potential to get valuable opportunities to connect with experienced executives.

In addition to legislation, positioning within the overall strategic concept, for both Bachelor and Master's study programmes are linked to the goal to become a World Class Faculty of Economics and Business in 2026, with the following values:

- Professional
- Competent
- Innovative
- Continuous improvement
- Ethical
- Performing
- Global-minded
- Responding to global challenges

The achievement strategy is pursued by the study programmes and at the faculty level through the principles of Integration, internationalisation, development of soft skills and development of the alumni network.

Appraisal:

The reasons given for the positioning in the educational market of this study programme are plausible. The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. The future fields of employment for graduates are plausibly set forth. The study programme is integrated into the HEI's overall strategic concept. The study programme's qualification goals are in line with the HEI's mission and strategic planning.

		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 requirements *

The admission requirements for FEB UNPAD Undergraduate Programmes are considered as the most competitive programmes in Indonesia. It should be noted, that the UNPAD also shared the admission process in its research on Business Model Development Strategy. At present, the general process of admission remains the same as it was described in Mulyana, B., Daryanto, A., & Purwito, A. (2018), "Business Model Development Strategy of Padjadjaran University with Canvas Business Model Approach", in *Asian Business Research Journal*, 3, 1-8. According to Mulyana et al., (2018) and the self-evaluation report, there are three parts ("routes") of this process:

- the national selection examination of public higher education institution admission (SNMPTN), joint selection examination of public higher education institution admission (SBMPTN) and the admission test to University of Padjadjaran (SMUP). These procedures are implemented in accordance with the Ministry of Research, Technology and Higher Education's regulation N 126, 2016 regarding new students admission of undergraduate programme in public higher education institution.

According to the Ministry of Education and Culture's latest Regulation (see: self-evaluation report N 6, 2020 concerning the Admission of Undergraduate at State Universities), the admission process of new bachelor students at UNPAD currently follows the regulation of Permendikbud N 6, 2020 concerning the admission of new students to state universities. In UNPAD, the general process of admission of new students in state universities is conducted through three routes (as it was before, with some differences in the internal procedures related to the digital requirements):

- SNMPTN - which is conducted as a national selection process (1)
- SBMPTN - which is conducted together with (1) as a national selection process (2)
- SMUP – conducted independently by university (3)

First, the national Admission Selection for Higher Education (Seleksi Nasional Masuk Perguruan Tinggi Negeri/ SNMPTN (1) is the first test, where the process of selection is implemented through reviewing academic and non-academic achievements, and/or portfolios of potential students.

Second, the Joint Admission Test for Higher Education (Seleksi Bersama Masuk Perguruan Tinggi Negeri/ SBMPTN (2) – the second test. If the potential students are unable to pass test via the first route, they can choose to follow this second SBMPTN route.

It comprises *two tests*: (1) an academic test with cognitive capabilities' appraisal, and (2) an academic potential test that includes an appraisal of other capabilities.

Third, the Admission Test (Seleksi Masuk Universitas Padjadjaran/ SMUP (3). Those students, who unable to pass the SNMPTN or SBMPTN routes, can follow this UNPAD-specific route. Prospective students for 2022 should graduate from senior high school in 2020, 2021, or 2022. The secondary schools' graduates in 2022 who want to do the SMUP test do not take SNMPTN or SBMPTN. Prospective students can use their SBMPTN scores or take another scholastic aptitude test by UNPAD.

Fourth, the Achievement route is another route by UNPAD via SMUP which is ordered only for those who have national/international achievements in science, sports, or the arts. Each selection process has a certain passing grade, an admission quota, and requirements that must be met. These conditions are available on an online registration platform.

FEB has an International Undergraduate Programme (IUP programme; with 52 students in 2022. IUP admission for undergraduate study programmes:<https://smup.unpad.ac.id/international-student/international-undergraduate-program-iup/>

IUP admission for postgraduate study programmes can be seen in :
<https://smup.unpad.ac.id/international-student/postgraduate-programs/>

Bachelor of Management (BM)

Undergraduate programmes of FEB UNPAD has been considered as the most competitive undergraduate degree at the national level. The recruitment of a new student is implemented through the SNMPTN and SBMPTN routes as a national selection process.

Each selection process is set with the passing grade score, admission quota, and requirements that must be met. It can be seen in an online registration platform. The following links provide the registration and selection processes for each route:

1. SBMPTN: <http://smup.unpad.ac.id/sbmptn/>
2. SNMPTN: <http://smup.unpad.ac.id/snmptn/>
3. SMUP: <http://smup.unpad.ac.id/persyaratan-dan-kriteria-penilaian/>

Master of Management (MM)

The MM UNPAD study programme opens one-track student admission, - so called "Padjadjaran University Entrance Selection" (SMUP/Seleksi Masuk Universitas Padjadjaran). It includes (a) student criteria, (b) selection, and (c) announcements (on admission). The study programme only accepts the results of the selection process determined by SMUP. This selection should be carried out fairly and transparently. The requirements for postgraduate student admission are:

- Academic requirements for diplomas & transcripts
- English proficiency requirements (English language Proficiency Test with a minimum score TOEFL of 450 (TKBI/Tes Kemampuan Bahasa)
- Academic ability test requirements
- Interview
- Minimum working experience of 5 years with managerial experience level (for senior management class)

Counselling for prospective students

FEB UNPAD hosts information sessions for prospective students for undergraduate and postgraduate programs all year long:

The heads of study programmes promote their programmes during these info sessions, and prospective students and parents are welcome to ask any questions to the heads of programmes FEB UNPAD's manager for academic, student, and alumni affairs also actively promotes their study programmes at the education Fairs organised by top high schools:

(See: <https://www.youtube.com/watch?v=aloN6gBfspE>)

Each study programme promotes its events on its website, social media channels such as Facebook, Instagram, and YouTube. UNPAD also organises regular online "open house" events (so-called "AKU" - Ayo Kenal UNPAD), or Let's Get to Know UNPAD.

Prospective students can learn everything they need to know about FEB UNPAD at <https://smup.unpad.ac.id/sarjana-jalur-mandiri/>

Potential students or general public can send their enquiries directly to the online helpdesk (<https://smup.unpad.ac.id/helpdesk/>). If the representatives of helpdesk unable to provide the required information, they re-direct prospective students to relevant counterparts, such as: the faculty and/or study programmes' representatives, UNPAD's language centre (<http://pusatbahasa.fib.unpad.ac.id/>), the Centre for Psychological Innovation at UNPAD (PIP), and/or any other relevant units. The additional information for potential students is also located at the listed sources:

1. Podcast and Virtual Open House Activities
2. UNPAD SMUP website (<http://smup.unpad.ac.id>)
3. Instagram and Tiktok (<https://www.tiktok.com/@universitaspadpadjaran>). More than 175 short informational videos about SMUP <https://www.instagram.com/smupunpad/>: <http://www.instagram.com/unpad/>
4. SMUP information via Facebook: <https://www.facebook.com/unpad>,
Twitter: <https://twitter.com/unpad> and YouTube: <http://www.youtube.com/user/unpad>
5. LinkedIn: <http://www.linkedin.com/school/universitas-padpadjaran/>

Public communications office:

Unpad Rectorate Building
Bandung-Sumedang street
Sumedang Regency, Jatinangor, Kilometer 21
Phone number (022)
842 88888 Fax. (022)
842 88898
humas@unpad.ac.id

Directorate of Education and Internationalization:

Unpad Rectorate Building
Integrated Service Unit (ULT)
Bandung-Sumedang street
Sumedang Regency, Jatinangor, Kilometer 21

SMUP Office:

Graduate School Building
1st floor
Number 35, Dipati Ukur Street
kk.smup@unpad.ac.id

Selection procedure

According to SER, FEB UNPAD provides a fair opportunity for candidates in the selection processes through SNMPTN and SBMPTN according to the requirements of the National Committee Centre. FEB UNPAD provides the same opportunities for all potential candidates for the prospective students of Master and doctoral programmes by standardising the SMUP procedures set by the university.

The selection committee for the postgraduate programmes uses an interview evaluation form to evaluate the applicant in the selection process. To ensure the fairness of the entrance examination, the interview process is conducted by two lecturers from each of the study programmes, who use “*variety of criteria*” to assess prospective students.

Each interview will provide an independent evaluation of each applicant. The interviewers use the Interview Assessment Rubric (Rubrik Penilaian Wawancara) to evaluate their candidates. It contains Criteria to be evaluated by the interviewer, such as the quality of both the proposed PhD/doctorate research proposal and personal qualifications of a candidate (recommendations, communication ability, creativity, independence, scientific publications, personal motivation).

The interviewer should recommend the candidate based on three criteria, namely:

- A: recommended
- B: considered
- C: not considered

Finally, the university and FEB make the final decision of each candidate during a selection process.

Professional experience

The **Master of Management (MM)** programme requires professional experience (minimum five years of working activities) as a condition for prospective students to be eligible to be students in the senior management class.

Ensuring foreign language proficiency *

Bachelor of Management (BM)

Students are accepted through the UNPAD Admission Test (SMUP) with the test in English to assess English skills, due to the requirements of classes to use the assigned books (included in the References) in English language.

There is also a policy for international students who want to enroll in the selected study programmes at UNPAD: prospective students need to join the course of Indonesian Language for Foreign Speakers. This course is organised by the Language Centre of the Faculty of Culture.

For the FEB’s students, who join to the exchange programmes at the partner’s university, there is a requirement to submit an English Proficiency Test Result (such as IELTS or TOEFL) in accordance with partner’s requirements. Students are required to submit a TOEFL score of 450 by the end of the second semester. Students who do not meet the minimum score can then take English classes organised at the Faculty of Cultural Studies until they meet the minimum score. When students of Management register for a thesis defence, they should attach a TOEFL score of 500 (minimum) as one of the requirements for conducting the test.

Master of Management (MM)

The Master of Management study programme has requirements for students regarding the knowledge of foreign languages where students need to achieve a minimum TOEFL test of 450 scores to meet the admission requirements, while a minimum of 500 scores is the requirement for the final thesis defence. The TOEFL test results can be submitted from the language institutions recommended by the study programme.

Transparency and documentation of admission procedure and decision *

UNPAD admissions to Bachelor programmes are governed by the national law. According to the rules, prospective students should be aware of the admissions selection process. On the official website of LTMPT (<https://ltmpt.ac.id/>), which is the Agency of University Entrance Tests, - an agency under the Ministry of Education, Culture, Research, and Technology, are information provided. This information and admissions guidelines are related to the sources on SNMPTN and SBMPTN.

This website is available to prospective students, with registration and admissions procedures. This website and the website of the state university post the outcomes of the selection process.

LTMPT holds press conferences on its own YouTube channel and notifies the public via its official Twitter account, @ltmptofficial. FEB UNPAD provides complete information on the selection procedure for prospective students through SMUP Unpad's website and additional documents in the form of brochures (<http://smup.unpad.ac.id/>).

The SMUP Office of Universitas Padjadjaran supervises the independent programme for Mandiri Selection⁴, which is the Independent Selection (Seleksi Mandiri) pathways (Eriyani et al., 2020). Its registration is completed online on the SMUP website, and prospective students should complete the online forms and provide all necessary files. The admission test is an interview, and the Mandiri Selection's outcomes are open to public on the SMUP website.

After the application procedure, the Rector's meeting at the university level, a decision is made about the admission of each applicant. Through their account on the SMUP website, the applicant can check the status of their application.

In order to ensure applicant transparency, the test of each candidate is kept for a maximum of one year and is retrievable upon request. The SMUP publishes a Need Assessment Report for internal use as a record of the admissions process and conclusion, which is communicated to the faculty each year. The report contains information on the decision-making process in relation to the registration procedure outcomes.

Appraisal:

The admission requirements are defined and comprehensible. The national requirements are presented and taken into account.

Applicants can directly turn to a student counselling service, or to whatever other helpdesk at the HEI, for clarification of specific questions, of personal aptitude, of career perspectives. Personal dialogue between applicants and the HEI is provided by defined office hours, by telephone and via e-mail.

⁴ Eriyani, D., Sholihah, V. M., Kusna, A., Mahardika, B. A., Nugraheni, D. R., Yulindasari, N. O., & Nurabadi, A. (2020, December). Changes in the New Student Selection System as an Effort to Improve Prospective Student Achievements. In 1st International Conference on Information Technology and Education (ICITE 2020) (pp. 446-452). Atlantis Press.

The selection procedure is transparent and ensures that qualified students are admitted. The required professional experience corresponds to the defined qualification profile of entrants and the study programme's objectives. Certified proof of this experience must be shown at the time of the admission.

The admission requirements (required language proficiency level or required result in a concrete language test) or preparatory language courses ensure that students are able to successfully complete the study programme.

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

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

Logic and conceptual coherence *

According to the self-evaluation report (chapter 3.1, p. 29), the curriculum offered by FEB UNPAD is aligned with international standards and designed to equip graduates with the required skills and competences. FEB UNPAD ensures that information technology is embedded in each course's content in order to align with the school's uniqueness, vision, and mission.

The curriculum content includes:

- Theory and concepts in economics, business, accounting, and Islamic economics;
- Frameworks for analytical skills, tools, methods, data analysis, and data reporting (quantitative methods, qualitative methods, big data analysis, etc.);
- Information technology, digital business, writing skills, communication skills, politics, law, social issues and global issues;
- Other specified areas of study related to each course programme including concentrations, majors, or emphasis areas.

In line with the development of Science, Technology, and Arts (scientific vision), societal needs of a local community and requirements of graduate users (stakeholder needs), as well as the global standards of international business pushes the curriculum to be updated on a constant basis.

In addition, setting up the goal to become the best business school in ASEAN by 2025, the undergraduate Management study programme has developed a curriculum that refer to several standards. It incorporates:

- (1) national standards of the Indonesian National Qualifications Framework (KKNI);
- (2) needs of labour market by the Competency Standards Indonesian National Work;
- (3) global standards from international business school associations, e.g.: Association to Advance Collegiate Schools of Business (AACSB);
- (4) issues included in the UNPAD FEB strategic plan.

The undergraduate Management study programme has mapped the listed SWOT of the study programme in the process of preparing this curriculum. The map results in TOWS, which is an extension of the SWOT Analysis framework⁵. In terms of its structure, the curriculum is structured within the framework of core management and business competencies, complemented by strengthening data literacy, technological literacy, and a human literacy. It becomes the provision for students to take thematic learning experiences, namely Entrepreneurship Thematic, Academic Association Thematic and Professional Internship Thematic. The challenge perceived by the UNPAD in curriculum development in this era of Industry 4.0 is to produce graduates with the new literacy skills, including technological and human literacy, with the understanding of religious beliefs. In response to this, the study programme completely revised the curriculum structure.

⁵ allowing develop the new curriculum content, set up independent programmes, and implement a curriculum

Furthermore, the formulation of learning outcomes is implemented by referring to the Indonesian National Qualifications Framework (KKN) at level 6. After the learning outcomes prepared, simultaneously with the study materials, credits for prior learning (CPL) are formulated in the course's learning materials, which becomes a reference for forming courses that compose the structure of the curriculum.

The example of the curriculum for Bachelor programme in Management is provided below.

Table 3 (a): Curriculum - Bachelor of Management (BM)

No.	Courses		Credits/ECTS
	Code	Name	
Semester 1			
1	UNX01-004	Indonesian Language (Compulsory)	2credits/3.34credits
2	UNX01-001	Religion (Compulsory)	2credits/3.34credits
3	UNX01-002	Indonesian Ideology (Compulsory)	1credit/1.67credits
4	UNX01-003	Civic Education (Compulsory)	1credit/1.67credits
5	UNX01-006	Creativity and Entrepreneurship (Compulsory)	3credits/5.01credits
6	B10C.1101	Career Planning and Achievement (Compulsory)	2credits/3.34credits
7	B10B.1101	Introduction to Microeconomics (Compulsory)	3credits/5.01credits
8	B10C.1104	Computer Technology Literacy (compulsory)	2credits/3.34credits
9	B10C.1103	Introduction to Management (Compulsory)	3credits/5.01credits
10	UNX01-005	English Language (Compulsory)	2credits/3.34credits
10	B10C.1102	Introduction to Business (Compulsory)	3credits/5.01credits
Subtotal Credits for Semester 1			24 credits/40.08 credits
Semester 2			
1	B10B.2101	Introduction to Macroeconomics (Compulsory)	3credits/5.01credits
2	B10A.1101	Accounting Principles (Compulsory)	3credits/5.01credits

3	B10C.2102	Business Information System (Compulsory)	2credits/3.34credits
4	B10C.2103	Business Information System Applications (Compulsory)	2credits/3.34credits
5	B10C.2108	Business Data Analysis and Presentation (Compulsory)	2credits/3.34credits
6	B10C.2101	Organizational Behavior (Compulsory)	2credits/3.34credits
7	B10C.2104	Managerial Skills (Compulsory)	2credits/3.34credits
8	B10C.2106	Leadership (Compulsory)	2credits/3.34credits
9	B10C.2105	Event Management (Compulsory)	2credits/3.34credits
10	B10C.2107	Law and Business Ethic (Compulsory)	2credits/3.34credits
11	B10C.2109	Business Communication (Compulsory)	2credits/3.34credits
Subtotal Credits for Semester 2			24 credits/40.08 credits
Semester 3			
1	B10C.3101	Human Resources Management (Compulsory)	4credits/6.68credits
2	B10C.3102	Human Resources Management Applications (Compulsory)	2credits/3.34credits
3	B10C.3103	Operations Management (Compulsory)	4credits/6.68credits
4	B10C.3104	Operations Management Applications (Compulsory)	2credits/3.34credits
5	B10C.3105	Marketing Management (Compulsory)	4credits/6.68credits
6	B10C.3106	Marketing Management Applications (Compulsory)	2credits/3.34credits
7	B10C.3107	Financial Management (Compulsory)	4credits/6.68credits
8	B10C.3108	Financial Management Applications (Compulsory)	2credits/3.34credits
Subtotal Credits for Semester 3			24 credits/40.08 credits
Semester 4			
1	B10C.4105	Digital Marketing Applications (Compulsory)	2credits/3.34credits

2	B10C.5105	Managerial Decision Making Applications (Compulsory)	2credits/3.34credits
3	B10C.4103	Marketing Planning and Strategy (Compulsory)	3credits/5.01credits
4	B10C.4106	Entrepreneurship and Formulation of Business Ideas (Compulsory)	2credits/3.34credits
5	B10C.4107	Student Entrepreneurship Creativity Proposal Exhibition (Compulsory)	1credit/1.67credits
6	B10C.4101	Accounting for Management Decision Making (Compulsory)	4credits/6.68credits
7	B10C.4102	Accounting Applications for Management Decision Making (Compulsory)	2credits/3.34credits
8	B10C.5101	Managerial Decision Making Techniques (Compulsory)	4credits/6.68credits
9	B10C.4109	Cooperative and MSME Management	3credits/5.01credits
Subtotal Credits for Semester 4			23 credits/38.41 credits
Semester 5			

1	B10C.5106	Business Feasibility Study and New Business Establishment (Compulsory)	3credits/5.01credits
2	B10C.5117	Strategic Management (Compulsory)	3credits/5.01credits
3	B10C.5118	Quality Management (Compulsory)	3credits/5.01credits
4	B10C.5103	Consumer Behavior and Marketing Communications (Compulsory)	3credits/5.01credits
5	B10C.5110	Marketing Research (Compulsory)	3credits/5.01credits
6	B10C.5113	Industrial Relations and Compensation (Compulsory)	2credits/3.34credits
7	B10C.5108	Talent Management and HR Analytics (Compulsory)	2credits/3.34credits

8	B10C.5102	Strategic HR Management and Organizational Development	2credits/3.34credits
9	B10C.5107	Portfolio Theory (Compulsory)	2credits/3.34credits
10	B10C.5112	Investment Management (Compulsory)	2credits/3.34credits
11	B10C.5116	International Financial Management (Compulsory)	2credits/3.34credits
12	B10C.5111	Product Innovation Management (Compulsory)	3credits/5.01credits
13	B10C.5115	Supply Chain Management (Compulsory)	3credits/5.01credits
14	B10C.5109	Business Innovation (Compulsory)	3credits/5.01credits
15	B10C.5104	Management and Business Research Methodology (Compulsory)	4credits/6.68credits
16	B10C.6102	Strategic Management Case Study (Compulsory)	3credits/5.01credits
Subtotal Credits for Semester 5			19 credits/31.73 credits
Semester 6			
1	B10C.4108	Project Management (Compulsory)	3credits/5.01credits
2	B10C.7204	Risk Management (Elective)	3credits/5.01credits
3	B10C.6105	Work Productivity Based on Digital Technology (Elective)	2credits/3.34credits
4	B10C.6104	Office Management (Elective)	2credits/3.34credits
5	B10C.7201	Brand Management (Elective)	3credits/5.01credits
6	B10C.7202	Service Management (Elective)	3credits/5.01credits
7	B10C.6101	Customer Relationship Management (Elective)	3credits/5.01credits
8	B10C.7203	Logistics Management (Elective)	3credits/5.01credits
9	B10C.7205	Banking Management (Elective)	3credits/5.01credits

10	B10C.7206	Syariah Banking and Financial Management (Elective)	3credits/5.01credits
11	B10C.7207	Multicultural Management (Elective)	3credits/5.01credits
12	B10C.6107	Management Applications in The Transportation Sector (Elective)	2credits/3.34credits
13	B10C.6108	Management Applications in The Oil and Gas Sector (Elective)	2credits/3.34credits
14	B10C.6109	Management Applications in the Petrochemical Industry Sector (Elective)	2credits/3.34credits
15	B10C.6106	Management Applications in The Telecommunications Sector (Elective)	2credits/3.34credits
16	B10C.6110	Management Applications in The Agro-Industry and Trade Sector (Elective)	2credits/3.34credits
17	H1F102	Chinese Language (Elective)	3credits/5.01credits
18	B10C.6103	Management of State Owned Enterprises (Elective)	2credits/3.34credits
19	B10C.6002	Seminar on Financial Management (Compulsory)	3credits/5.01credits
20	B10C.6005	Seminar on Marketing Management (Compulsory)	3credits/5.01credits
21	B10C.6001	Seminar on Human Resources Management (Compulsory)	3credits/5.01credits
22	B10C.6004	Seminar on Operations Management (Compulsory)	3credits/5.01credits
23	B10C.6003	Seminar on Entrepreneurship (Compulsory)	3credits/5.01credits
24	UNX400	Community Services Program (Compulsory)	3credits/5.01credits
Subtotal Credits for Semester 6			21 credits/35.07 credits
Semester 7			
1	B10C.1109	Professional Internship (compulsory)	6 credits/10.02credits
2	B1C501	Research Proposal Seminar (compulsory)	2credits/3.34credits
3	B10C.7003	Internship (compulsory)	3credits/5.01credits

4	B1C502	Thesis (compulsory)	4credits/6.68credits
Subtotal Credits for Semester 7			12 credits/20.04 credits
Total Credits			147 credits/245.49 credits

Master of Management (MM)

The Master of Management (MM) programme always updates and compiles the curriculum (the latest curriculum was updated in 2021). In order to achieve the Programme Learning Outcomes (PLO), the curriculum contains compulsory courses, courses related to majors, and a master's thesis, equivalent to a total of 41-44 sks credits (credit value, hereinafter referred to as CP), for two years of the programme.

The compulsory courses for all students are available during semester II (regular class) and up to semester III (Executive class). They include basic concepts, research topics, and intervention studies in each management department. The key specialisations in Master of Management study programme are:

- Human Resource Management, Strategic Management, Financial Management, Marketing Management, Operations Management, Entrepreneurship and Innovation Management, Hospital Management, Risk Management, Asset Management and Valuation, Banking Management. Students must take four courses that match the specialisation (12 credit points (CP) in total for each specialisation) and choose one elective course provided in the first semester (2 CP).

The curriculum contains compulsory courses, elective courses, and a thesis. Lectures can be categorized into two types: (1) basic and master programmes, which are offered during the first, second semester (Regular class), first, second, third semester (executive class), and; (2) courses related to research. The Master thesis consists of a research proposal and thesis writing (8 CP), and applies the management theory and research practice. The study programme places research-based learning at the core of its curriculum.

Table 3 (b): Curriculum - Master of Management (BM)

No.	Courses		Credits/ECTS		
	Code	Name	Executive Class	Senior Management Class	Regular Class
Compulsory Courses					
1	B20H.0.100	Introduction to Business	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
2	B20H.0.101	Introduction to Management and Organizational Behavior	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects

3	B20H.0.10 2	Introduction to Economics for Business	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
4	B20H.0.11 3	Introduction to Statistics for Business and Econometrics	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
Subtotal Credits/ECTS			12 credits /20.04 ects	12 credits /20.04 ects	12 credits /20.04 ects
No.	Courses		Credits/ECTS		
	Code	Name	Executive Class	Senior Management Class	Regular Class
Semester 1					
Compulsory courses					
1	B20H.1.30 0	International Seminar and Company Visit	-	-	2 credits /3.34 ects
2	B20H.1.11 0	Quantitative Methods for Management	-	-	2 credits /3.34 ects
3	B20H.1.14 0	Marketing Management Theory and Applications	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
4	B20H.1.15 0	Human Resource Management Theory and Applications	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
5	B20H.1.160	Operations Management Theory and Applications	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
6	B20H.1.170	Financial Management Theory and Applications	3 credits /5.01 ects	3 credits /5.01 ects	3 credits /5.01 ects
Elective Courses					
1	B20H.1.180	Accounting for Managers	2 credits /3.34 ects	-	2 credits /3.34 ects

2	B20H.1.190	Business Ethics and Corporate Social Responsibility	2 credits /3.34 ects	-	2 credits /3.34 ects
3	B20H.1.200	Global Business Communication	2 credits /3.34 ects	-	2 credits /3.34 ects
4	B20H.1.220	Management Information System (MIS) and E-Business	2 credits /3.34 ects	-	2 credits /3.34 ects
5	B20H.1.230	Business Financial Statement Analysis	2 credits /3.34 ects	-	2 credits /3.34 ects
6	B20H.1.240	Commercial Law and Tax	2 credits /3.34 ects	-	2 credits /3.34 ects
7	B20H.1.250	Business Modeling	2 credits /3.34 ects	-	2 credits /3.34 ects
8	B20H.1.260	Service Management	2 credits /3.34 ects	-	2 credits /3.34 ects
9	B20H.1.270	Leadership (Leadership)	2 credits /3.34 ects	-	2 credits /3.34 ects
10	B20H.1.280	Cross-Cultural Management	2 credits /3.34 ects	-	2 credits /3.34 ects
11	B20H.1.290	International Insights	2 credits /3.34 ects	-	2 credits /3.34 ects
12	B20H.1.300	Business Analytics for Professionals	2 credits /3.34 ects	-	2 credits /3.34 ects
Subtotal Credits/ECTS			14credits /23.38ects	12credits /20.04ects	18credits /30.06ects
No.	Courses		Credits/ECTS		
	Code	Name	Executive Class	Senior Management Class	Regular Class

Semester 2					
Compulsory Courses					
1	B20H.1.300	International Seminar and Company Visit	2 credits /3.34 ects	2 credits /3.34 ects	-
2	B20H.2.110	Strategic Management	-	-	3 credits /5.01 ects
3	B20H.2.120	Management Research Methods	-	-	3 credits /5.01 ects
4	B20H.3.361	Research Proposal Seminar and Publication	-	-	2 credits /3.34 ects
Electives					
1	B20H.1.180	Accounting for Managers	-	2 credits /3.34 ects	-
2	B20H.1.190	Business Ethics and Corporate Social Responsibility	-	2 credits /3.34 ects	-
3	B20H.1.200	Global Business Communication	-	2 credits /3.34 ects	-
4	B20H.1.220	Management Information System (MIS) and E-Business	-	2 credits /3.34 ects	-
5	B20H.1.230	Business Financial Statement Analysis	-	2 credits /3.34 ects	-

Rationale for degree and programme name *

According to the self-evaluation report (chapter 3.1.2. Rationale for degree and programme name, p. 45), the rationale for degree, and programme names for undergraduate degree such as: “*Sarjana Ekonomi*” are regulated by the Ministry of Education, Culture, Research, and Technology decree No 59, 2018 as well as the Rector’s Decree for establishment of the study programme.

The name of this study programme is taken based on the consultation with the various stakeholders, especially with the practitioners from the industry. In addition, the name of the programme is market driven based on the input from practitioners in the market, and represents the profession and the skills aimed by the study programme.

Bachelor of Management (BM)

The BM study programme in the department of management is named as the Bachelor’s Programme in Management or Bachelor of Management. The awarded degree is *Sarjana Ekonomi* or S.E.

Master of Management (MM)

The Master's Programme in Management is named Strata 2 Manajemen in Indonesian. Its graduates are awarded with Magister Manajemen or Master of Management (M.M.) degree.

Integration of theory and practice *

FEB UNPAD prepares the design of its curriculum and considers combining both the theory and practice in line with its mission statement and the current trends in management education and research. In general, the curriculum in FEB UNPAD is a mix of philosophical foundation and methodological skills which push students to develop a mind-set and tools that they can use to analyse and solve the real problem, research and community services (Kuliah Kerja Nyata/KKN) projects.

Both the undergraduate and postgraduate review their curriculum based on the inputs from stakeholders from multiple industries, alumni and professional associations. Examples include:

- *AFEBI (Asosiasi Fakultas Ekonomi dan Bisnis Indonesia); APSMB (Aliansi Program Studi Manajemen dan Bisnis); (Indonesia Marketing Society (Market-IND - Masyarakat Marketing Indonesia), MAPPI (Masyarakat Profesi Penilai Indonesia), HIPMI (Himpunan Pengusaha Muda Indonesia), ISEI (Ikatan Sarjana Ekonomi Indonesia), MES (Masyarakat Ekonomi Syariah); IAEI (Ikatan Ahli Ekonomi Islam), KADIN (Chamber of Commerce).*

In addition, the Diploma supplements include the additional certificates from other professional institutions (see SER, chapter 3.6, p. 72).

Bachelor of Management (BM)

The Management programme has prepared a new curriculum in 2018, adjusted to the technological advancements and digitalisation to meet the challenges of the digital era. The learning is based on a semester credit system with student-centered learning (SCL) methods.

In addition to the above mentioned (ex.: Diploma supplements) for BM, the proposed curriculum includes the compulsory courses, which integrate the theory and practice from the very beginning from the first semester. These examples (from the first semester) include the following compulsory courses:

- Creativity and Entrepreneurship (Compulsory)
- Career Planning and Achievement (Compulsory)
- Computer Technology Literacy (compulsory)
- English Language (Compulsory)
- Introduction to Business (Compulsory)

Second, curriculum follows studies that integrate theory and practice in the lecturers' research:

- on Financial Management Capacity (and financial literacy) for the Communities of Sukasari Village, Sumedang Regency (2018) by Ratna Komara, S.E., M.T and others which integrates the financial management course and case studies;
- on Strategies to increase productivity during and after the Covid-19 Pandemic (2021) by Dr. Umi Kaltum, S.E., M.S. which integrates strategic management courses and case studies on how to improve business during a pandemic;

- on Digital Marketing Training for Small Micro Enterprises (SMEs) during the Pandemic Period (2021) by M. Aqshel Revinzky, S.E., MBA which integrates marketing management courses and case strategies on MSME digital marketing strategies;
- on Financial Literacy of Micro and Small Business Actors in West Java (2022) by Layyinaturrobaniyah, S.E., M.Sc. which integrates financial management courses and case studies on the financial literacy of micro and small business actors;
- on Business Performance through Business Management improvements (2022) by Dr. Hj. Hilmiana, S.E., MBA., which integrates management courses and case studies on business management.

The learning process is carried out using various student-centred learning strategies and techniques by encouraging students to be active, think critically, explore, and be creative by utilizing multiple sources and scientific approaches.

The student-centred learning activities, with scientific theory and practice in learning activities, include the use of simulation methods, role games, case studies, internet learning, video presentation, and problem-based learning.

Master of Management (MM)

Master of Management (MM) programme invites the practitioners-lecturers with theoretical and practical concepts. Lecturers encourage students to apply their management methodologies and theories in case studies, problem-based assignments, or other types of projects that integrate their knowledge with real-world examples. In this study programme, the integration of theory and practice is applied to the compulsory first semester courses including Marketing, Management Theory and Application, Financial Management Theory and Application, HR Management Theory and Application, Operational Management Theory and Application.

In the second semester and afterwards, most of the courses are conducted in the form of case studies with guidance and direction from practitioner lecturers who support the learning process. For example, a lecturer in the Intervention Strategy and Balance Score Card course has great experience in managerial consultancies, and research experience in developing management materials. Lecturer experience, and course design that integrates theory with practice, are expected to be able to provide students with relevant competencies in implementing theory into practice. The Master of Management programme at UNPAD employs a blended learning approach that combines both theoretical and practical elements within each course.

Interdisciplinary thinking

All students in the FEB are required to study a foreign language as well as business law, civic and religious studies, information technology (IT), and be involved in a community development project with students in other faculties. By joining the Merdeka Belajar-Kampus Merdeka (MBKM), which a policy of the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia, undergraduate students can take courses with a different focus in other study programmes.

Students also can take micro-credential classes, do internships in companies, become research assistants at research institutions, build villages, practice entrepreneurship, and carry out various humanitarian projects.

Bachelor of Management (BM)

Applying science and technology to solve practical human needs requires an inter-, multi- and trans-disciplinary approaches. The Bachelor's Degree Management study programme's curriculum considers the interdisciplinary approaches when students have complete competence in solving various problems. The study programme provides opportunities for students to take different courses in other study programmes. The Merdeka Belajar-Kampus Merdeka (MBKM) programme is one of the programmes providing students with interdisciplinary competencies through various internship activities, participating in micro credential classes. Several courses are conducted by the Bachelor Degree Management programme with an interdisciplinary approach:

- Business Feasibility Studies and New Business Establishment, Research Methodology, Entrepreneurship and Business Idea Formulation, Management of Cooperatives and SMEs, Business Law and Ethics, and Project Management.

Master of Management (MM)

Postgraduate students are supported with the interdisciplinary thinking by having more courses that contain interdisciplinary materials, such as research methodology courses and other special courses. Some of the students in this study programme are multi-entry students – who have both management and non-management study backgrounds (e.g., dentistry, mathematics, banking, education, counseling, public relations, industrial engineering, arts, literature, etc.) as well as from various field institutions, both public and private, with their various fields of work, exposed them to interdisciplinary thinking from the outset. The MM programme specifically encourages students to take other interdisciplinary courses by allowing them to take elective courses outside of their majors in the first semester.

There are following elective courses:

- *Accounting for Managers, Business Ethics and Corporate Social Responsibility, Global Business Communication, Management Information Systems and E-Business, Business Financial Statement Analysis, Commercial Law and Taxation, Business Modelling, Service Management, Organizational Behaviour, Leadership, Cross-Cultural Management, International Insights, Business Analytics for Professionals.*

The students will get knowledge from four basic courses given in the first semester, which can be implemented in any disciplines, managing various sectors and covering managerial, consulting and entrepreneurial skills. In addition, the MM study programme requires students to take other interdisciplinary courses, like Strategic Management, which embodies material from other management fields: marketing, operations, human resources, and finance.

Ethical aspects

FEB UNPAD has developed its curriculum with the aim to help students acquiring expertise, advancing professional skills, advancing levels of scholarship, with the ethical standards as well as making student a successful learner. The goals of the curriculum design process are not limited to student goals, and include goals for the FEB UNPAD and its staff and a broad international perspective necessary for the management professionals.

Ethical behaviour has been widely encouraged among all students and faculty members. Any misconduct against ethical standards will be punished in accordance with the academic Handbook. Regulation of Academic Senate No. 6 Year 2017 (Peraturan Senat Akademik No. 7 tahun 2017) set up the ethical aspects for students in UNPAD.

Ethical behaviour and ethical academic standards are explained to students during their orientation week in their first year. Examples include: how to contact and communicate with your supervisor and your lecturer, the issues of plagiarism and others.

Bachelor of Management (BM)

To achieve higher education goals and produce high-quality graduates, it is necessary to determine academic rules and ethics for the academic community of the FEB UNPAD Undergraduate Management Study Programme. Forms of academic ethics that apply universally are related to the issues of honesty, openness, objectivity, willingness to learn and develop, mutual respect, without any discrimination for all academic community members. All components of the academic community should adequately understand and feel bound to Academic Ethics, which is reflected in every aspect of educational activities, such as lectures, research, writing and publication, academic degrees, etc.

Academic Ethics at FEB UNPAD refers to the UNPAD Academic Senate Regulation Number 6, 2017 concerning the UNPAD Student Code of Ethics:

- <https://www.unpad.ac.id/wp-content/uploads/2018/03/Peraturan-Senat-Akademik-Unpad-Number-6-Year-2017-About-Kode-Etik-Mahasiswa-Unpad.pdf>

and Unpad Academic Senate Regulation Number 5 the Year 2017 concerning UNPAD Lecturer Code of Ethics:

- <https://www.unpad.ac.id/wp-content/uploads/2018/03/Regulation-Academic-Senate-Unpad-Number-5-Year-2017-About-Code-Ethics-Lecturers-Unpad.pdf>

The activities related to the unethical actions and/or academic violations include: cheating/cheating in exams; plagiarism, forgery, bribery, discriminatory actions.

Master of Management (MM)

In Management Science, the code of ethics is embedded in the modules of several related compulsory courses:

- Introduction to Management and Organizational Behavior, Management Research Methods, Quantitative Methods for Management, Marketing Management Theory and Applications, Management Theory and Applications Human Resources, Operations Management Theory and Application, Financial Management Theory and Application, Strategic Management, Research Proposal Seminar and Publication.

Overall, students are mandated not to commit plagiarism in doing assignments, not to cheat on exams, not to discriminate during the academic process, and not to commit other unethical actions. In particular, Management Research Methods and Seminars and Research Proposal Publication are examples of courses where most students need to apply a code of ethics, starting from making a research proposal, defining samples, collecting and analysing data, and finally reporting results. MM study programme sets a maximum plagiarism level of 15 % of papers for thesis requirements.

The Master of Management programme at UNPAD offers a Business Ethics course that equips students with the knowledge of conducting ethical business practices, as well as understanding Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) principles and implementation of ESG practices in the business world.

Methods and scientific practice

The curriculum includes the skills set and competences necessary for the graduates to be awarded with the degree. The curriculum is developed based on workshops with industry experts and benchmarked with international and national curriculum. The syllabus of every course contains learning objectives and an explanation of how the students will be assessed. The syllabus is reviewed regularly: it is updated based on the latest developments in the respective business field.

Bachelor of Management (BM)

The programme introduces students with building skills in mastering methodologies and research expertise, where during the learning process students include research skills (through access via “Kandaga” link). In addition, the Management study programme supports a one-semester internship programme - Merdeka Campus, in the form of training knowledge given which brings impacts to society. The study programme encourages students to excel in national and international competitions.

The undergraduate Management study programme supports student activities facilitated by the Management Student Association, which will be implemented and decided through in-depth discussions (<https://himamgtunpad.com/>) bringing such activities as HSBC Business Case Competition, Management Organizational Case Competition (Motion), providing assistance to entrepreneurial students in collaboration with the UNPAD/Oorange Business Incubator Center and also initiating independent businesses start-ups.

In supporting the ability to write a thesis, students get business data analysis and presentation courses in the third semester and management and business research methodology in semester 5, when students study *Marketing Research* with the quantitative and qualitative data processing.

Master of Management (MM)

Students are provided with strong and comprehensive methodologies through the following courses:

- I. Research Methodology for Management
- II. Research Proposal Seminars and Publications.

These two courses equip students with both research theory and practice at an advanced level so they can process data into comprehensive results, and answer research questions properly using the related methods of research.

The Master of Management programme at UNPAD corresponds to the national standard of qualifications (KKNI 8). This standard encompasses various aspects that must be met, including skills, attitudes, and behaviour, for each Programme Learning Outcome (PLO) in every course and the programme as a whole.

Examination and final thesis *

During the lectures (from semesters 1 – 7), different assessment formats are offered depending on the learning method provided, such as: presentations, essays, and practical exams. Each assessment given for each course is expected to represent the abilities and expertise of the courses that have been taken. However, it is different when students have taken their final project in semester 8.

Regarding the work on the final project, students are monitored by the supervisor of each study programme, and therefore, the workload is determined according to each field of expertise. The study programme is under its regular monitoring, in order all students can graduate on time. Based on the Regulation of the Chancellor of the University of Padjadjaran Number 46

of 2016 concerning the Implementation of Education at the University of Padjadjaran, a maximum of seven academic years with a student workload of at least 144 credits. The average study period for undergraduate Management students is still in accordance with applicable regulations, where the average study period is four years and six months. Various academic development activities carried out by students with a full support from the study programme and FEB UNPAD, in general.

Master of Management (MM)

In the Master of Management (MM) study programme, assessment is implemented based on the Programme Learning Outcomes (PLO). In each course, there are midterm and final semester exams with various types of methods, including quizzes, presentations, assignments, mid-semester and end-semester exams, with the rules that apply to the MM study programme. Assessment of courses and evaluation of study is expressed in the form of Semester Achievement Index and GPA (Grade Point Accumulation).

Final scores for each course are obtained from the combined scores of the midterm, final semester exams, assignments, and other activities given during the semester. Obtaining a GPA value below 3.00 in semester I (One) and semester II (Two) will result in students being subject to termination of study.

The thesis is the final scientific work of Master students, which is written on the basis of research results using scientific methods and rules according to their respective disciplines. Students are informed about the thesis procedure and assessment criteria at the beginning of the first and second semesters. The final thesis is used to assess the competences of students as well as to determine whether they have achieved PLO. The thesis is evaluated through Research Proposal Seminar Defence and Thesis Defence.

Prior to the Final Semester Session, the Advisory Team can evaluate the material of the submitted manuscript through the Research Results Seminar. Submitting to Science and Technology Index's national journals (SINTA) or international journals is one of the requirements of the Final Semester Session for MM students to receive their "appraisal" graduation. In general, students in the Master's Study Programme are eligible to take the Master's Final Examination if they meet the following requirements:

- They must have passed the required courses with a minimum GPA of 3.00.
- They should have successfully completed a Research Proposal Seminar (SUR) and received a passing grade.
- Their thesis manuscript must have received approval from the Advisory Team.

Within the Master of Management study programme, there are additional requirements:

- Submission of Scientific Article to National or International Journals.
- Attainment of a minimum TOEFL score of 500.
- Submission of a Competency Certificate.
- Accomplishment of a minimum "B" grade in the specialisation/field's subjects.

The Master of Management Final Session is conducted as a panel and attended by a minimum of three discussants, consisting of one or two Supervisory Team members and one or two Examiners - Team members. The final score for the Master of Management Final Session is awarded on a scale of 0-100. These components include the Research Background and/or Research Focus, Problem Formulation (15 %), Relevance and Literature Review (25 %), Determination of the Conceptual Framework and Research Propositions/Hypotheses (10 %), Appropriateness of Research Methods (10 %), Scientific Writing Skills (20 %), and Communication Skills in Oral Exams (20 %).

Students who do not pass the Management Final Session are given the opportunity to retake the exam once within an agreed-upon time period, taking into account the study time limit.

Appraisal:

The curriculum adequately reflects the qualification objectives of the study programmes. The contents of the courses are well balanced, logically connected and oriented towards the intended learning outcomes. The areas of specialisation (compulsory electives) or optional electives enable students to acquire additional competences and skills.

For the Master programme the contents of the programme take into account the students' prior professional experience and refer to it.

The degrees of both BM and MM study programmes correspond to the contents of the curriculum and the programme objectives.

Theory and practice are systematically interrelated throughout the curriculum. Theoretical discourse and practical application complement each other in developing the students' qualification profile.

There is a good evidence that the programme qualifies for interdisciplinary thinking. Furthermore, the study programmes put an emphasis on preparing the students for an occupation requiring trans- or interdisciplinary knowledge.

The identification and reflection of ethical aspects are strongly promoted, implemented and considered key competences and an integral part of the study programmes' qualification objectives.

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

All exams, as they are defined for the courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats.

The final theses are evaluated based on previously published and coherently applied criteria, rules, and procedures. The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives.

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

3.2 Structure

Modular Structure of the study programme *

Each academic year consists of two terms, namely the first-half semester and second-half semester. There are at least 16 meetings (equal to 16 weeks) per semester. One credit point is equal to 45.33 working hours (170 minutes per week), compared to 25 working hours per semester in the ECTS system. Therefore, one CP equals 1.67 ECTS. This calculation follows the regulation issued by the Ministry of Education and Culture - Kemendikbud, Decree Number 03/2020 (see Permendikbud 03/2020).

The workload is calculated based on the composition between theoretical and practical activities required for each course. Each course represents a certain programme learning outcomes (PLO), and this determines the course objectives and activities. The study programme requires students to complete at least 147 CP with a study period of four years (seven semesters). These CP need to be converted into study hours, prior to converting them into ECTS. Based on the above-mentioned information, 147 CP is equal to 245,49 credits

Table 4. Study time and credit points for BM

Project study time	7 semesters
Number of Credit Points (CP)	147
Workload per CP	40 Hours
Number of Modules	Minimum 40 Modules
Time required for processing the final thesis and awarded CP	6 CP Approximately 16 hours per week
Number of contact hours	1715 hours

Master of Management (MM)

The study time and credits are provided for MM in Table 5:

Table 5. Study time and credit points for MM

Project study time	Regular Class: 3 semesters Executive Class, Senior Management Class: 4 semesters
Number of Credit Points (CP)	44
Workload per CP	40 hours
Number of Modules	19 modules (14 compulsory and 5 electives) including the thesis proposal and final thesis

Time required for processing the final thesis and awarded CP	6 CP Approximately 16 hours/week
Number of contact hours	513 hours

Students in BM and MM programmes need to attend the class for 14 weeks plus take exams for another two weeks (the midterm and final semester exams).

The class spent approximately 50 minutes per week for each unit of credit, plus 50 minutes of structured assignment and 50 minutes of independent activity of one credit. As for the credit curriculum is concerned, each degree level has a different workload, and the credits at all levels are divided as follows:

Table 6. Compulsory and Optional Credits

Degree Level	Minimum credits taken	Compulsory credits	Optional credits	Thesis
Undergraduate programme	144	114	24	6
Master programme	36	20	19	6

Study and exam regulations

Study and exam regulations are stipulated in the academic handbook and distributed and discussed during the orientation week.

Bachelor of Management (BM)

The Bachelor of Management programme in the implementation of learning and examination regulations follows the existing rules with Rektor Regulation No. 46 of 2016 where the requirements for participating are listed below:

1. Students are allowed to take part in learning activities if students have:
 - a. Student Identity Card (KTM) that is valid for the semester concerned;
 - b. Study Plan Card (KRS) filled in for the semester and signed by student, the mentoring lecturer and the SBPK;
 - c. Registration in the Student and Lecturer Attendance List (DHMD) of the related semester
 2. Student should be sign in the DHMD which must be checked by the lecturer in charge of the course.
- Then for the exam requirements, students are allowed to take the exam if they meet the following requirements:
1. Registered as a student in the semester concerned.
 2. Meet all administrative requirements set by the Faculty.
 3. Participate in at least 80 % of the 16 weeks of lectures in the relevant semester and/or participate in all activities of 100 % of laboratory practicum, field work, clinical work, seminars, or other activities kind.

Evaluation of student learning outcomes consists of at least the components of the Mid-Semester Examination (UTS), Final Semester Examination (UAS), and other evaluations. The final grade of a course obtained by students is expressed in two forms, namely Quality Scores which are described in the Technical Guidelines for Education Implementation at UNPAD. The final score or the result of the final evaluation of a course is given to students who have met the requirements as stipulated in the Technical Guidelines for Education Implementation at UNPAD.

Master of Management

Study procedures, rules and examinations are defined based on university rules, as stated in the Decree (SK) Number 38 of 2021 concerning the Education Handbook for the administration of Master, doctoral and other programmes at UNPAD. The study programme adapts the decree into a special handbook for the Master of Management. Through two strategies, the study programme has designed an assessment for Programme Learning Objective (PLO), namely course assessment and outcome assessment.

Course assessments are designed and carried out by lecturers. To ensure course assessment standards, study programmes have workshops to design learning and evaluation processes. Meanwhile, the result assessment is carried out by the study programme.

The study programme examines the results of the intervention study/action research course project, and through thesis examinations. As with postgraduate programmes, the class component of each course is different in each course. Students' final grades for each course follow the following criteria:

Table 7. Students' Grades and criteria

Final Score	Quality Letters	Quality Score	Category
$80 \leq FS \leq 100$	A	4	Excellent
$68 \leq FS < 80$	B	3	Good
$56 \leq FS < 68$	C	2	Fair
$45 \leq FS < 56$	D	1	Poor
$FS < 45$	E	0	Bad
	T		Incomplete value
	K		unfulfilled attendance

These values are used to calculate the GPA, based on the Rector's Decree 38/2021 on educational practice.

Feasibility of study workload *

Bachelor of Management (BM)

The study and learning process through curricular activities must be carried out in a systematic and structured manner through various courses and with a measurable workload.

The amount of time for learning activities charged to students per week/per semester in the learning process through various forms of learning in programme using the SKS (Semester

Credit Unit) system as stated in the Rector's Regulation No, 46 of 2016 concerning Education Implementation.

The number of credits for the Undergraduate Management Study Programme is 147 credits distributed over seven semesters. Each semester students are given the freedom to choose courses and the number of credits based on their academic achievement index scores:

Students are required to take a 23–24 credit course package in each of the first four semesters. Students may select a concentration of interest for 6 credits beginning in semester 5 in addition to the 13 credits of required studies. In semester 6, students are given more freedom with 9 credits of elective courses, 9 credits of compulsory and 3 credits of KKN (Community Services Programme).

Students in semester 7 complete a thesis for 4 credits, a research proposal seminar for 2 credits, and participate in the professional internships for 6 credits.

Master of Management (MM)

Based on national regulations, but also adapted to the provisions of the Ministry of Research, Technology and Higher Education (minimum 36 CP) and regulations by AP2TPI, the study workload of MM is 44 CP. This workload is also determined based on student and academic staff feedback on the learning process. The study time for the Master of Management study programme is a minimum of three semesters for regular classes and a minimum of four semesters for executive classes and senior management classes.

The maximum study time for all classes is eight semesters including the preparation of the thesis. Elective courses in the first and second semesters focus on research in certain specialisations. In this course, students are encouraged to generate research ideas and prepare a literature review. Master of Management Programme's students need to conduct a research proposal seminar, which is held at the beginning of the second half of the second semester (regular class) and the middle of the third semester until the end of the fourth semester maximum, before completion of thesis research, with the following requirements:

- participated in a Research Proposal and Publication Seminar course,
- attended courses with a total of at least 34 credits, and has a minimum GPA of 3.00.

In addition, based on the Rector's Decree 38/2021 (see Chancellor 38/2021), the Study Programme warns students who meet the following criteria every semester: a. GPA less than 3.00 in the first and the second semesters.

- Grade C (less than 68 %) at the end of the first or second semester.
- Not registered for one semester.
- Did not pass course according to the scheduled study period.

The academic warning is in the form of an official letter followed by a discussion session with the head of the study programme. The programme sends a reminder at the end of the third semester to students who have not attended the research proposal seminar, and at the end of the sixth semester to students who have not made a thesis (for more information see the guidebook). If students need academic consultation, they can contact the head of the department in their department, or the head of the study program. If students need psychological counseling, the head of the study program can refer them to the UNPAD Counseling Guidance Centre.

Equality of opportunity

The Faculty of Economics and Business offers study programmes for both genders, which are treated equally. The students' statistics illustrates that female and male students are almost approach the equal number. Since 2019 the percentage of female undergraduate students in management has been increasing.

Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programmes consist of courses and assigns credits per course on the basis of the necessary student workload. Practical components, if existent, are designed and integrated in such a way that credits can be acquired. 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, where applicable, national requirements. The study programmes are designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated analogous to the Lisbon Recognition Convention, the recognition of periods of practical work is also defined for the Bachelor programmes. The final grade is supplied with an ECTS grading table.

Since there is no assessment of students' actual workload, it is difficult to track the real workload of the students (see condition in chapter 5). However, the feasibility of the study programmes' workload is considered to be ensured by a suitable curriculum design, by an adequate number and frequency of examinations, by appropriate support services as well as academic and general student counselling.

The HEI ensures gender equality and non-discrimination. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			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

Logic and plausibility of the didactic concept *

Bachelor of Management (BM)

The learning activities of this study programme have been designed using two methods:

- conventional methods;
- combination of conventional methods with e-learning (blended learning).

The conventional method is applied through the following activities:

(1) regular and scheduled face-to-face meetings supported by practical activities, quizzes and exercises based on the Semester Learning Plans (RPS) of courses, modules, and handouts.

(2) Structured academic activities, such as writing papers, practice questions, and assignments.

The current blended learning method has been implemented through the LIVE UNPAD platform, where students can access course material through the Massive Online Open Course (MOOC) and conduct online learning.

In addition, lecturers and students also take advantage of the Google Classroom application which is integrated with UNPAD official accounts/emails owned by lecturers and students to access teaching materials, online discussions, submission and completion of assignments, quizzes via the Quizizz or Kahoot application, and exams.

Online lectures can also be carried out through zoom meetings so that students can discuss synchronously, directly with lecturers. The learning process is carried out through a mechanism for the division of teaching tasks (team teaching), course offerings, monitoring lectures (attendance of lecturers and students), assessment of learning outcomes, both from the student side and reciprocal assessments of students against lecturers.

Learning methods that can be chosen for the implementation of learning courses in the undergraduate Management study programme include:

group discussions, simulations, case studies, collaborative learning, cooperative learning, project-based learning, problem-based learning, or other learning methods, which can effectively facilitate the fulfilment of achievements graduate learning. Learning methods can be implemented via face-to-face and/or using electronic/online and offline learning (e-learning) and dual mode learning (blended learning).

Master of Management (MM)

The MM study programme applies the Outcome Based Education (OBE), which emphasizes the sustainability of the learning process in an innovative, interactive and effective manner is a didactic concept in this study programme. OBE produces outcomes according to the specified graduate profile, and it has gone through all specific graduate learning achievements in accordance with the scientific field and level of study. In addition, the MM study programme also implements Competency Based Curriculum (CBC), where the teaching methods are directed towards Student Centered-Learning (SCL) including discussion, Games and Simulation, Case Study, and Contextual Instruction.

Others include project-based methods as well as in entrepreneurship concentration materials, such as feasibility studies. These approaches make students familiar with different problem

solving approaches from various scientific perspectives. Through interactive activities with materials, students are enabled to develop their own theory-based problem-solving strategies.

Course materials

Bachelor of Management (BM)

Lecturers provide reading lists, book recommendations, real-world examples, and case studies as teaching aids for each subject they teach. Learning is carried out using various student-centered learning strategies and techniques by encouraging students to be active, think critically, explore, and be creative by utilizing various sources and scientific approaches.

In order for learning outcomes to be implemented, learning methods are adapted to facilitate student-centered learning activities, including:

- simulations, role plays, case studies, internet learning, video presentations, problem-based learning, and project-based learning.

During the pandemic lecturers used the Learning Management System (known as Learning in Virtual Environment/ LiVE Unpad). Student use the information related to journals and research which can be accessed at kandaga.unpad.ac.id and online libraries [-lib.unpad.ac.id](http://lib.unpad.ac.id).

Master in Management (MM)

Course material continues to be further developed in accordance with new didactic concepts that are in line with current business conditions. The study programme also prepares hybrid programmes, both offline and online which are systematically designed according to students' didactic preferences. Information and materials can be accessed through LMS LiVE Unpad, online libraries (lib.unpad.ac.id), and journal repository (kandaga.unpad.ac.id).

Guest lecturers

Guest lecturers from the government; a state-owned enterprise; and from start-up businesses are invited. FEB UNPAD has globalized its educational programme by inviting foreign researchers and lecturers through the international exchange to give special classes. Conducting an international exchange also helps a student gain more confidence by improving certain skills such as:

1. Leadership, because strong leadership are important in almost any environment.
2. Studying abroad

FEB, which includes postgraduate and undergraduate programmes, has globalised its educational programmes by inviting foreign researchers to give special classes through international exchange.

Since 2015, the FEB has initiated a lecture series programme involving academics from both foreign and local universities in various academic activities. The programme is organised under the scheme of "Visiting Scholars" of the FEB, which has tried to build a network through the faculty members who were previously studying abroad.

Bachelor of Management (BM)

Develop collaborative teaching programmes with lecturers abroad such as:

- Cooperative Management and Small and Medium Enterprises Management course - in collaboration with the University of Terengganu Malaysia,
- Cross-Cultural Management Course, - in collaboration with the University of Graz.
- Human Resource Management course, working with the Universiti Brunei Darussalam.

Guest lecturers are regularly invited to deliver their lectures every semester. FEB selects the guest lecturers according to their field of expertise needed in developing the curriculum of the study programme. To expand access to quality education to the public through the development of digital technology, the undergraduate Management study programme through faculty initiation has also developed the Massive Open Online Course - MOOC programme, integrated with the University: the <https://mooc.unpad.ac.id/> page

Master of Management (MM)

Most of the professional practitioners or academics who share their knowledge in the MM study programme are coming from the leading companies in various large sectors, in particular, the financial sector, where they are:

- Executive Directors of the Financial Services Authority (OJK),
- professionals from several state-owned banks.

In the field of IT and transportation, they are

- Senior Consultants for e-Commerce Web-Dev and IT App Apparel,
- professionals from PT Telkom Indonesia and PT Mass Rapid Transit (MRT) Jakarta.

In addition, from an academic standpoint, there are practitioners from several private universities.

Lecturing tutors

Tutoring is an important part of the overall learning process for UNPAD students in business programmes. Many courses require hands-on technical skills as their learning objectives, and the practical lab, important places for students to acquire those skills, and tutors are in charge of it. Many courses require students to attend tutor classes, where they sharpen their technical skills, for example, by doing weekly problem exercises. Although these tutor sessions are not graded, students are eager to attend because the exercises they do with tutors may contribute to their overall grade.

Bachelor of Management (BM)

BM study programme recruits lecturing tutors for courses where lecturing tutors will assist students who take specialisation courses in addition to practicum classes with case studies and project based studies's learning methods in line with the syllabus in theory classes.

Tutors also assist lecturers in making application assignments and application teaching materials modules to be delivered to students.

Master of Management (MM)

There is no formal tutoring for this course of study. Informally, junior students often arrange sessions with senior students to discuss cases and subjects they find difficult. For example, senior students or alumni in this study programme help junior students who are still in their first semester to learn specific management materials for courses in the strategic Management specialisation.

Appraisal:

The didactical concept of the study programmes is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. Students are encouraged to take an active role in creating the learning process.

The selection and kind of the didactic materials (printed teaching material, textbooks, digital media) correspond to the study programme objectives.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up-to-date and digitally accessible for the students. They are user-friendly and encourage students to engage in further independent studies.

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

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 International outlook

International content and intercultural aspects *

First, in its missions, FEB UNPAD announces on the expansion of research on Management and Business development from the national and the international perspectives, and it establishes strategic relationships with various international bodies. Second, FEB also opens the International class to gain international exposure. Third, FEB set up the partnership with the reputable international universities. Finally, FEB also applies for international accreditations of study programmes to expand its international outlook: for instance, since 2020 its 14 study programmes have been accredited by ABEST 21 (the Alliance on Business Education and Scholarship for Tomorrow). In addition, FEB has been a member of the AAPBS (Association of Asia-Pacific Business Schools) since 2020. Meanwhile, the Master of Management (MM) study programme has been certified by ISO 9001:2015 since 2014.

The study programmes use international textbooks, case studies, and international visiting lecturers in the classes in their curriculum.

Intercultural aspects are also seen as an important part of the overall objective of the learning outcome, as Indonesia is a multicultural country, and it is very open to other foreign cultures. The foreign lecturers come from various cultural backgrounds and various universities around the world, providing the intercultural class discussions at FEB. Students are also encouraged to join the "International Day" festival, where all cultural events from around the world are demonstrated by UNPAD international students. International Days are organised once a year. Students are encouraged to take part in an exchange programme with our overseas partners, where they can study for one semester in another country and receive transfer credits. Currently, there are 38 partners in 17 countries, and many of UNPAD students take this

opportunity to expand their international horizons. FEB is one faculty with the most number of students that accepted to join International Student Mobility Awards (IISMA) and International Student Mobility Awards for Vocational Students (IISMAVo).

There are following international Educational Programmes:

1. FEB UNPAD provides the teleconference as a medium for developing educational methods. The infrastructure for teleconference has been supported by UNPAD E-Learning.
2. FEB UNPAD provides appropriate student support for various students, including foreign students through various media. Guidance for course registration has been made completely accessible: <https://siat.unpad.ac.id/>. Students can get the information from the Career Development Centre office or from their website at <http://karier.unpad.ac.id/>.
3. FEB UNPAD globalises its educational programme by:
 - conducting global classes using advanced information and communication technology;
 - inviting foreign researchers to give special classes;
 - Initiating a lecture series involving academics from foreign and local universities
4. Visit of international scholars who can benefit from knowledge sharing and future research collaborations, as well as facilitate future collaborations between two institutions for undergraduate and postgraduate programmes (offered in February).

Bachelor of Management (BM)

Students on this study programme are expected to acquire intercultural competencies and skills, in line with the objectives of UNPAD and Management Study Programme to become internationally recognised higher education providers in the development of science and the application of psychology for the health of society.

In order to achieve these objectives, the programmes oblige students to pass English courses. The lecture materials and literature delivered by the lecturers use English. This is to support students in getting used to speaking English. International Programme Classes are also available to support the development of international-based management knowledge.

Master of Management (MM)

MM study programme also accepts selected applicants originating from developing countries. The MM study programme also organises student exchange programmes with fellow management study programmes from universities abroad, for example, student exchange programmes with Rikkyo University, Japan. Furthermore, in order to support intercultural skills, students are also required to present their papers in international seminars with study programmes from cooperating universities. There are also partners from the Developing Countries Partnership Scholarship (the KNB Scholarship).

A diverse demographic, various industry backgrounds (banking and finance, the telecommunications industry, public service organizations, hospitals, and more) enriches the learning experience by exposing students to a wide array of industry perspectives. It encourages mutual learning and collaboration among students, preparing them for their future careers. Students not only collaborate with their Indonesian peers, but also with students from different countries such as Vietnam, the Philippines, Germany, Thailand, and Malaysia. Together, they form teams aimed at designing innovative business models for small and medium enterprises (SMEs).

Internationality of the Student Body

Before the COVID-19 pandemic, FEB UNPAD had more international students studying in UNPAD. Due to the pandemic, many international students have cancelled their plans to come and study in Indonesia. However, an online summer programme in August 2021 has attracted 375 international students from Asian countries to join the short courses in the FEB.

In 2022, there were more online courses available for international students who took part on exchange programmes. FEB UNPAD hold various programmes involving lecturers from the international partner institutions, including: international colloquia, webinars for economic and business studies, lecture mobility, and other internationalisation programmes. These areas are expected to be expanded in terms of the faculty engagement with international partners and introduce FEB UNPAD to more countries. Thus, the number of international collaborations between faculties can increase significantly according to the FEB targets.

BM offers international class or international undergraduate class from the year 2018 and many of the graduates work in multinational companies. Undergraduate and postgraduate offer admission for international class for both foreign and domestic students.

Two international students came from the Hochschule Bremen University (inbound) with student exchange at FEB UNPAD. In addition, there were international students studying on FEB programme from the following countries: Poland, Ethiopia, Afghanistan, and Timor Leste.

As far as the exchange programmes, FEB UNPAD engages in partnerships with well-respected universities around the world to make study abroad possible for students and to attract students from all over the world. Today, UNPAD FEB has more than 22 partner universities abroad that are actively engaged at the faculty level. This programme is mainly conducted at the bachelor degree level:

(1). Double Degree Programme: FEB UNPAD has established further opportunities for students to get a true international education by developing a double degree programme with the overseas partners. This programme is suitable for students who plan careers in organisations that transcend domestic borders, and also provides an outstanding opportunity for students who are seeking both academic knowledge and intercultural competence. These programmes are conducted at both the undergraduate and postgraduate master's levels. Student spends first two years at FEB (two years minimum for undergraduates and one year for master) and then - academic year at the host institution. After they satisfy the degree requirements for both institutions, students will get two diplomas.

(2). Joint Conference, Seminars, and Doctoral Colloquium: FEB has hosted a number of conferences and doctoral colloquium with partner universities around the world, addressing issues in economics, accounting, business, and management, as well as those affecting small and medium-sized businesses. This programme promotes high-quality and high-impact research and strengthen international networks.

(3). Visiting Scholars: The purpose of this programme is to bring scholars from well respected universities worldwide to the FEB for public lectures and postgraduate workshops. All faculty members play an important role in the development of research, teaching, and collaboration.

Internationality of Faculty

Although the majority of FEB lecturers are Indonesian, there are 20 international lecturers teaching various courses in the faculty. Many lecturers are also graduates of universities in different countries, which allows them to share international perspectives with their students.

In 2022 FEB had foreign lecturers from overseas university such as:

National Taiwan University Taipei, Cyprus University of Technology, Dundee University/University of Crete Greece, Inholland University of Applied Sciences, International Center for Education in Islamic Finance (INCEIF), Islamic Business School, Universiti Utara Malaysia, Leiden University, NUST Pakistan, Osnabruck University of Applied Sciences, Munich Polytechnic, Germany

Furthermore, FEB has an adjunct professor from Malaysia, who teaches financial statement analysis.

In addition, there are representatives from foreign universities visiting to FEB, namely Copenhagen Business School (Denmark), Aarhus University (Denmark), the University of Southern Denmark (Denmark), the University of Northampton (UK), Rikkyo University (Japan), and Universiti Malaya (Malaysia).

FEB UNPAD conducts community service through the collaboration of FEB UNPAD with UNDP and ASYX in training and mentoring MSMEs that focuses on business sustainability. In addition, there is also collaboration with universities in ASEAN, through the establishment of the ASEAN Faculty of Economics and Business Collaborative Working Group:

FEB UNPAD invited delegates from 10 ASEAN countries to take part in the ASEAN FEB Collaborative Working Group. ASEAN FEB Collaborative Working Group is the initiative of FEB UNPAD to be involved in various activities in the work of ASEAN, as well as in Tridharma higher education.

Participants who attend offline are coming from four countries: the Philippines, Vietnam, Malaysia, and Thailand. Participants who attended online came from Brunei Darussalam and the Philippines.

Opportunities to collaborate with international lecturers also make it possible to conduct joint research in various scientific studies and also provide opportunities to exchange roles as lecturers at each host university (lecture mobility).

Foreign language content

FEB suggests other foreign languages to students to study:

- Mandarin, Spanish, Korean, or Japanese.
- FEB UNPAD also encourages students to participate in exchange programmes at the university partners.

Students who are taking an exchange semester in Korea, Japan, or other non-English-speaking European countries are encouraged to learn these languages.

The textbooks and supporting papers for the courses use English. The teaching method in the classroom also uses English, and even the process of preparing the final project (thesis) also uses English. This is specifically for FEB UNPAD students who choose the International Undergraduate Program (IUP) class. FEB UNPAD also opens opportunities for students to take part in double-degree programmes with universities that have collaborated with UNPAD and FEB UNPAD. This is reflected in the existence of a matching curriculum programmes

between the two universities, which is an important point in the agreement for the implementation of double degree programmes. Apart from that, FEB UNPAD encourages students to have language skills other than English, especially if they plan to participate in exchange programmes (such as French).

Even at the university level, UNPAD has a Language Center (Pusbah), which is managed by the Faculty of Cultural Sciences UNPAD, with various English Proficiency Tests for prospective new UNPAD students: (<http://centerbahasa.fib.unpad.ac.id/>), including: English (TKBI/ELT) and Japanese (JLPT). Internship programmes with business partners, industry, and institutions in other countries, such as the United Nations and the Indonesian Embassy, and jointly with the Merdeka Learning Campus Independent Programme (MBKB) allow using the related foreign language content.

Appraisal:

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

However, the panel still sees room for improvement in this regard, as further recruitment of researchers/foreign academics from related fields from abroad could increase the University's research expertise, and thus its research capacity through joint publications. One of the positive effects this would have on the curricula is that the intercultural aspects would be more closely aligned with the international current research developments and practices.

The panel therefore **recommends** that UNPAD/ the FEB programmes should consider a concept for what it could offer researchers from abroad in order to increase its attractiveness for international lecturers. Overall, the panel considers it beneficial to bring more researchers from abroad to the FEB programmes in order to enrich the programmes with new perspectives and new insights. Various countries also offer resources for those purposes. The funds for research projects can be used as well. As a result, it could also be possible that these measures will automatically attract more international students, but the international composition of the faculty in general promotes the acquisition of international competences and skills. The measures taken are goal-oriented. In addition, the international composition of the student body and the measure to increase this is also goal-oriented, but could benefit from the panel's recommendation to recruit more international researchers. Meanwhile, the panel welcomes the measures taken by UNPAD so far, which are also highlighted in their statement, but with regard to UNPAD's efforts to further develop its institution into an internationally recognised research university, the panel considers that there is still good potential for development in this respect.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme.

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

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

FEB UNPAD produces its graduates with multidisciplinary skills. Mastering IT technology has been considered as the DNA of all study programmes in FEB UNPAD and computer application software is widely used as part of teaching technologies across programmes, including SPSS, E-views, SEM. Soft skills such as communication and public speaking skills, as well as teamwork and cooperation, are essential skills for all study programmes. These skills are acquired in group project assignments and group presentations as part of the learning methodology of advanced courses from the fifth semester.

Bachelor of Management (BM)

These skills are acquired in the group project assignments and group presentations as learning methodology of advanced courses starting from the fifth semester. Courses in the fifth semester and beyond require students to work in groups for group projects and group assignments and present their works in class. The study programmes also offer some courses specifically to improve communication skills: business communication, digital communication, visual communication, English language, and Indonesian language. Students of International Business may also take another elective course in a foreign language (Dutch, French, or Chinese). Conflict resolution skills are acquired through class discussion in third year courses, where lecturers are encouraged to use case studies, class discussions, and student-centred learning methodologies. Some courses are designed specifically to teach legal and ethical issues related to conflict resolution: legal aspects and ethics of international business, business law and profession ethics, taxation law, governance and public sector ethics, cross cultural management, and marketing ethics.

Master in Management (MM)

The established profile of graduates of the Master of Management study programme include the following core study materials: Business Management Concepts, Specificity of Management / Scientific Clusters, Data Literacy, Business Management Information Technology and Systems (SIM), Management Analysis Tools and Methods, Scientific Papers, Soft Skills. Based on the learning outcomes, courses are delivered in two languages (Indonesian - English).

Communication and public speaking skills are delivered through compulsory courses, elective courses are related to majors, and preparation of thesis. To develop oral communication skills, students are given presentation assignments on their theses and on International Seminars

and Company visits courses. In addition, they acquire written communication skills from courses in Management Research Methodology, Research Proposals and Publications Seminars, and theses. In the thesis, students develop their public speaking skills through seminars on their research proposals and defence of their thesis.

The study programme requires students to write a thesis in two languages (Indonesian and English), with a proofread process from a language institution recommended by the study programme. The study programme also requires trial registration to submit a TOEFL certificate with a minimum score of 500 from the Language Institute recommended by the Study Programme. Cooperation and conflict resolution are delivered through the International Seminar and Company Visit courses, where in this course students are required to write articles in English, and they must be presented in front of the partner country University reviewers. Articles are made in groups, each group is given a case study related to a particular topic. Groups need to solve problems and analyse cases. In addition, students will develop collaboration and conflict management skills in other elective courses. Students are assigned group projects to design interventions, from needs assessment to intervention evaluation. Conflict resolution skills are needed when students meet stakeholders with various needs that cannot be accommodated all. Cooperation and conflict can also arise in the process of delivering interventions. Lastly, to build leadership skills, students take turns as group leaders for various tasks/projects.

Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module/course descriptions. This is supported by means of suitable didactical and methodological measures.

The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.

	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 courses are designed to equip the students with employment skill set. For example, an internship with the industry is compulsory for most of the study programmes. Students are also equipped by diploma supplements to increase their employability, issued by professional associations or professional certification institutions. Diploma supplements include from the Institute of Indonesia Chartered Accountants – IAI), the recognised professional accountancy organisation in Indonesia; and digital marketing certificates (from Markplus, and an export-import administration certificate from a professional certification institution). Directors/Heads of study programmes are actively engaged with prospective employers by designing internship programmes with business and government units. The University Career Development Center (CDC) organises campus activities and job fairs several times a year for its graduates. The CDC website also often provides internship opportunities for the FEB students.

Bachelor of Management (BM)

The specific skills for employment were defined in the management programme. From the second semester, students gain managerial skills, event management, leadership and business communication. To improve capabilities in the field of management, students are provided in the third semester with human resource management, marketing management, financial management and operations management. In the seventh semester, students participate in a professional internship programme, which is compulsory for most of the study programmes.

Diploma supplements for students include certified government accounting associate from the Institute of Indonesia Chartered Accountants. The results of graduates from the 2018-2021 years show that on average it takes less than 6 months to get a job.

Master of Management (MM)

MM study programme has the profiles of its graduates, presented by managers, consultants, and entrepreneurs, with the reliable soft skills and professional characteristics who are able to apply information and communication technology. Therefore, students in this study programme are equipped with skills including planning, managing, and conducting research, as well as reporting on research results. These research skills are the most beneficial for graduates. In addition, in the actual Outcome-Based Education (OBE) curriculum, the study programme includes knowledge and skills for intervention.

According to tracer studies, those skills are the most demanded by users.

Master of management programme also provide the workshops such as “career planning” and “personal branding” for fresh graduates to prepare them for the future. Tracer study and user survey assess the capabilities or skills of its alumni regularly. When the students do internship, the counterpart or practitioner supervisor provides their evaluation during the period of internship in their company.

Appraisal:

The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its courses.

	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

Structure and quantity of faculty in relation to curricular requirements *

UNPAD has developed a roadmap of quality management, which takes into account the following factors: need-analysis-based recruitment, individual competency, job history, performance evaluation, and internal and national regulations. Based on the Government Regulation Number 80 of 2014 concerning the UNPAD as a Legal Entity State University, UNPAD has the authority to recruit new staff. The Faculty follows the Republic of Indonesia's Ministry of Education and Culture Regulation *Number 49 of 2014*, concerning the provision of a minimum of 75 % of full-time faculty and each graduate programme has two professors (see Table 8, with the number and structure of faculty members).

Table 8: Structure of Faculty members in Bachelor and Master of Management

	Bachelor of Management	Master of Management
	Full-time lecturers (1.1)	
Professors	2	8
Doctors	14	24
Masters	7	
Total	23	32
	Part-time lecturers (1.2)	
Professionals	6	16
Total full-time & part-time	29	48

1.1 *Full-time lecturers* are those who have completed formal education with a master's degree (minimum) to be able to teach for an undergraduate programme and a minimum of a doctorate - to teach for a Master programme. Faculty with a master's degree are permitted to conduct lectures for undergraduate programmes under the supervision of senior faculty members.

1.2 *Part-time lecturers* are those with sufficient and qualified work experience, they work for government or non-government institutions. The retired lecturers, and the alumni professionals with extensive experience could also be part-time lecturers: they are hired based on a recommendation from the professional association.

Bachelor of Management (BM)

Each study programme should have at least five permanent lecturers. The number of faculty members is increasing from year to year due to the opening of new study programmes, and it is leading to the increase in the number of students. FEB's Department of Management and Business has secured an adequate number of practically Qualified Faculty members. Department of Management and Business has maintained an appropriate ratio between academically qualified faculty members and practically qualified faculty members, which is 2:1. Department of Management and Business also organised development activities for members such as Joint Seminar and Training of Trainer activities related with the SDG's and digital

business issues in order to make sure that faculty members are aware of latest trends and stay qualified.

Master of Management (MM)

The faculty staff of MM is in charge of three types of administration: Academic Administration, Financial Administration and General Administration. The main objective of this study programme is to develop researchers in the field of management. The programme is characterised by the diversity of student backgrounds, and by a multidisciplinary paradigm. In order to achieve the competencies obtained, teaching in the study programme is carried out according to the syllabus for each subject. The majority of lecturers are with doctoral degrees, several lecturers have certifications aligned with their expertise, both at the national and international levels. Some instructor from practitioner backgrounds, occupy positions in mid-management or, in some cases, top-management.

The table 8 shows the structure and quantity of faculty members, namely the total number of lecturers, full-time (1.1) and part-time (1.2) lecturers:

Academic qualification of faculty *

All programmes have the academic qualifying criteria corresponding to the rules set up by the University and the Government, respectively. According to these rules, the minimum requirement for teaching staff in Bachelor programmes is a Master's degree in the relevant discipline. Doctoral graduates are the required qualification for lecturers in Master's programmes. The applicants should also demonstrate their proficiency in the classrooms (publications and professional experiences).

In order to reach high quality talent (HQT) recruiting, the goal of UNPAD's recruitment is:

- to attract academic employees with superior abilities and qualifications who will serve as accelerators for UNPAD's journey to a top 500 international ranking

UNPAD is responsible for this recruitment, and it seeks applicants with PhD degrees, outstanding research abilities, and networking skills, as well as the professional qualities necessary for study programmes of the UNPAD ecosystem (for details, see <https://www.unpad.ac.id/2021/04/unpad-buka-rekrutmen-dosen-lewat-program-high-quality-talent-lecturer/>).

The regular recruitment process is designed to meet the needs of departments in its staff. When a department requires more members of academic personnel, a request is submitted to the Dean of the Faculty based on a comprehensive evaluation. The Dean then collaborates with the department to discover qualified employees via the sources of professional hiring, fostering selected applicants, including the open recruiting process.

The Qualification requirement for this normal recruiting path include a person with the doctorate or master's degree from a national or foreign HEI. The primary paradigm for Indonesian academic staff - *Tri Dharma Perguruan Tinggi*, - with the university's three main responsibilities in education, research, and community service.

The academic staff in Indonesia go through the levels from lecturer to assistant professor, and then - to associate professor, and to professor, as per Ministerial Regulation of Kemendikbud Article One Number 8/2014. The requirements for each position are listed:

- Professor

The highest academic status for an individual still actively teaching as a professor, or "Guru Besar" in one of the HEIs. A candidate for professor should meet the following criteria, as per

Ministry Regulation Number 46/2013 concerning Amendments to the Regulation of the Kemen PANRB Number 17/2013 concerning Functional Positions of Lecturers and Credit Scores:

- (1) A doctoral degree from a reputable HEI (for at least three years ago);
- (2) A significant research work published in reputable journals as a first author

- Associate professor

Academic staff members that fit the following description are associate professors, or "Lektor Kepala":

- (1) A PhD degree;
- (2) Credible scientific publications;
- (3) Experience supervising at least 40 undergraduate students.

- Assistant professor

An assistant professor ("Lektor"/"asisten ahli") is a member of the academic staff with:

- (1) Scientific publications as first author in recognized national journals, and
- (2) At least a master's degree

Pedagogical / didactical qualification of faculty *

To assure quality teaching and learning service in all study programs, UNPAD tries to meet its requirements that all faculty members have adequate pedagogical and didactical credentials. It is needed to support faculty in carrying out their primary responsibilities in order to meet the University's instructional objectives. All qualified faculty members must participate in the National Lecturer Certification Programme. Lecturers received pedagogical training in terms of academic qualifications. To become a lecturer, there are two standards – Pedagogical and didactic qualifying standards which can be gained from:

- The instructional techniques training (PEKERTI) and
- The applied approach (AA)

These pedagogical and didactic qualifying standards for becoming a "Lecturer", and PEKERTI and AA are mandatory under Law Number 14/2005 concerning Teachers and Lecturers. PEKERTI and AA are training programmes organised by the Directorate General of Higher Education (Dirjen Dikti) to improve the professional competence of academic staff.

UNPAD intends to be a pioneer as a hybrid university in Indonesia, hence, a mastery of blended and hybrid learning by academic staff is essential. To ensure the continuity of blended and hybrid learning methods, UNPAD conducts various types of training for faculty related to handling and delivering blended and hybrid learning. Furthermore, UNPAD appointed champions to serve as agents of change, encouraging fellow faculty members to apply blended learning methods.

To ensure that the teaching process is carried out according to a high standard, every semester the quality of teaching of faculty staff is assessed by students (through PACIS). In addition, UNPAD monitors academic staff regarding the implementation of teaching tasks and their workload (KemenPANRB Number 17/2013 concerning Lecturer Functional Positions and Credit Scores). Each semester, academic staff are required to report their performance for the previous semester (Laporan kinerja dosen-LKD) and workload plans (Beban kinerja dosen-BKD) for the next semester: this determines remuneration for each academic staff member.

Practical business experience of faculty

All lecturers are obligated to do their community service as one of the three principles of Tri Dharma. Many lecturers are the business practitioners or have business experience, which is

performed individually, on a regular basis and includes a variety of activities. Both full-time and part-time academic staff have other roles outside FEB: expertise in economics including expert consultants, webinar speakers, and researchers. UNPAD invites the members of top management of the multinational companies as a speaker to speak at the webinars or to be a visiting lecturer.

Internal cooperation*

The administration of the faculty and programmes encourage collaboration among faculty members. The primary responsibilities of lecturers in Indonesia are specified in the Tri Dharma or Three Principles of Indonesian Higher Education: all are engaged in teaching, research, and community service. Tri Dharma pushes to maintain collaboration among lecturers to develop cooperation. Most courses are organised by two or three lecturers, requiring faculty members to collaborate in both teaching and course preparation. Lecturers are also encouraged to collaborate on research papers and projects. Most of university research funds demand a collaborative proposal rather than an individual one. To ensure that there is no overlapping content in the courses, the study programmes hold monthly meetings and evaluations that all lecturers are required to attend. Furthermore, there are also monthly coordination meetings between faculty management, heads of departments, and heads of study programmes, aimed at sharing information, planning programs, improving performance.

Student support by the faculty*

The Faculty supports their student activities and the infrastructure for them as well as the individual academics. The students access through e-learning platform: <https://paus.unpad.ac.id/oauth/authorize> , alternatively, by emails, or sometimes use even WhatsApp. Most lecturers have consulting hours for students if they want to discuss issues or problems, but most lecturers also do not mind a consultation beyond the consulting hours.

Student support in distance learning

FEB UNPAD introduced hybrid learning in 2022 academic year, the 1st semester with offline and online learning through e-learning platform: <https://paus.unpad.ac.id/oauth/authorize>. It is available for all, because UNPAD offers MOOC to public: <https://mooc.live.unpad.ac.id/>

Appraisal:

The structure and number of the faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied. The academic qualification of the faculty corresponds to the requirements and objectives of the study programme. The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programmes. The HEI verifies the qualifications of the faculty members by means of an established procedure. The HEI ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. Specific measures for the further qualification of the faculty members are implemented.

The practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice. The faculty members cooperate with each other for the purpose of tuning the courses towards the overall qualification objectives. Meetings of

all those teaching in the programme take place regularly. Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully. A flexible methodology of individual study counselling is used. Methods for enhancing the individual learning processes are being introduced and demonstrably applied.

		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

Programme Director *

The Programme Director 's tasks and functions are listed in Rector Regulation No. 1:

1. Programme Director (PD) leads the study programme
2. He (PD) has the task of planning, implementing, developing, controlling, and evaluating the quality of learning to achieve the expected competences of graduates.
3. He has the functions of:
 - a. developing the strategic plans, programmes, and budgets at the study programme level,
 - b. organising and developing learning in accordance with the curriculum,
 - c. ensuring the quality of education in implementing a superior reputable study programme,
 - d. planning the needs of lecturers according to curriculum/submitting them to the department,
 - e. providing the evaluation and monitoring of lecturer performance,
 - f. carrying out evaluation and monitoring of the implementation of learning,
 - g. coordinating integration of research and community service activities for students,
 - h. developing the competencies, interests, talents and reasoning of students in accordance with the main competencies of the study programme oriented towards improving achievement and behavioural skills,
 - i. coordinating managers, students and alumni in fostering soft skills and achievements,
 - j. providing consideration of the performance assessment of the Secretary of Study Programme to the Deputy Dean for Resources and Organisation; and
 - k. reporting on all above to the Dean of the Faculty.

Process organisation and administrative support for students and faculty

FEB UNPAD ensures various services necessary for students and academics:

- (1) Academic Services for Students,

- (2) Academic Administration Submission Services for Students,
- (3) Academic Information Services for Students and Lecturers,
- (4) Library Services for Students and Lecturers,
- (5) Virtual Office Service Service links:

- https://students.unpad.ac.id/pacis/mhs_home
- <https://paus.unpad.ac.id/oauth/authorize>
- <http://sba.feb.unpad.ac.id/>

The administrative procedures are conducted and documented through PACIS

- https://students.unpad.ac.id/pacis/mhs_home (for students)
- and SIAT (for academic staff/ faculty members)
- <https://paus.unpad.ac.id/oauth/authorize>

The UNPAD also provides a learning management system “LIVE UNPAD” which can be used to organise lecture materials, student assignments, and examinations. In addition, at the HEI level, UNPAD provides ULT which offers integrated information and administration services

- <https://ult.unpad.ac.id/> , including consultations for students, academic staff, and all other members of UNPAD.

UNPAD also offers a hotline through various communication and channels

- <https://www.unpad.ac.id/> (fixed line, SNS, website)

The plan for development of human resources also includes the administrative staff that is supported to get Bachelor and Master degrees, including distance-learning possibilities. Moreover, there are regular programmes for administrative staff to achieve targets, such as trainings related to IT (Microsoft certificates) and language courses (particularly English) or to join collaborations with abroad countries. Staff can also participate in Massive Open Online Courses (MOOC) by UNPAD, e.g., an online course for e-material production and video conference basics or course on basic LMS. The staff development also refers to enhancement of technical skills and personal development.

Appraisal:

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The HEI offers the administrative staff opportunities for continuous professional development. The programme director coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.

		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

Cooperation with HEIs and other academic institutions or networks *

In order to support the aim of UNPAD to become a “world reputable university and the vision of FEB to become a sustainable FEB at the both national and international levels through transformative leadership supported by strong Faculty management and extensive networks”, collaboration with various national and international HEIs are crucial.

The manager of research, innovation and collaboration is responsible for collaborations with international partners. The majority of collaborations with these academic institutions cover study programmes, including undergraduate and postgraduate ones. Professors and academic staff from international HEIs are invited to give lectures to UNPAD study programmes or FEB establishes cooperation with international universities to strengthen the education, research, and community services in accordance with the Tridharma Principle.

During the last three years, UNPAD has established three Memorandums of Understanding and four Memorandums of Agreement for students’ enrolment to a double degree or dual degree programmes with Northern Illinois University. The cooperation between UNPAD and Leiden University has produced the framework for international tourism management in Indonesia and the European Union. The cooperation has been launched with international academic networks – the ASEAN Accounting Education Workgroup (AAEW), with the Global Advanced Research Conference on Management and Business Studies (GARCOMBS) and Indonesia Regional Studies Association (IRSA).

To establish more international cooperation, there are further MoUs prepared for international Partnerships:

- the National University of Sciences and Technology (Pakistan), UNITAR International University (Malaysia), Ondokuz Mayıs University (Turkey), and Universiti Teknologi Mara (Malaysia). In addition, there is also an extension of the International Partnership MoU, such as the University of Northampton (UK), Hochschule Koblenz University of Applied Sciences (Germany), Ritsumeikan University (Japan), Takushoku University (Japan), National Graduate Institute of Policy Studies (GRIPS) (Japan), Adam Mickiewicz University (Poland), and Western Sydney University (Australia).

Cooperation with business enterprises and other organisations *

FEB establishes cooperation with various business and not-for-profit organisations. The cooperation between UNPAD and business entities was established to implement the vision and mission of the faculty. The implementation of the cooperation between UNPAD and businesses take various forms listed below:

- (1) Special education programmes. In Master and Doctoral programmes: Supreme Audit Board of Indonesia, Pupuk Indonesia, and Angkasa Pura
- (2) Education facility grant, an academic building with Pertamina, hybrid learning studio and computer based testing center with PLN
- (3) Applied research and business related training and development, conducted with various organisations. In total, UNPAD established 116 corporations in the last three years.

Appraisal:

The scope and nature of cooperation with other universities, other academic institutions and networks relevant to the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programmes. All such activities contribute to the development of the students' qualification and skills.

Cooperation with business enterprises and other organisations is actively promoted (for example by means of regular joint conferences/meetings of those who are involved in the study programme in responsible positions, in order to discuss the further development of the programme). Such cooperation has a formative impact on the contents of the programme and on the profile of the graduates. By means of specific measures (e.g. cooperation in projects, provision of traineeships, appointment of professionals in teaching), they significantly contribute to the development of qualifications and skills.

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

4.4 Facilities and equipment

Quantity, quality, media and IT equipment of teaching and group rooms *

In general, the facilities and infrastructure include the list of the following campuses, rooms and equipment:

1. Main campus for academic and non-academic of undergraduate students located in Jatinangor. There are four connected buildings:
 - (1) building Lambda, (2) building Alpha, (3) building Epsilon and (4) building Delta.
2. There are 21 hybrid-type lecture rooms, equipped with PCs, speakers, clip-on mics, webcams, infocus. Apart from that, FEB has 17 regular lecture rooms, three laboratory rooms with 35 PCs in each room, and one multimedia lecture room.
3. There are additional three PCs computers, accessible in the reading room of the main building
4. Every building in main campus has four floors. There is a wifi router on each floor (internet speed: 150 mbps; uploads 950 mbps, wifi speeds internet - 20 mbps and upload - 50 mbps).
5. There are three large rooms equipped with hybrid facilities, a theatre room as a seminar room.
6. FEB has its own libraries at each campus location:
 - in the campuses of Dipati Ukur (street N 35), campuses in Hayam Wuruk (street N 8), campus in Japati (street N 2), and the reading room in the main campus Jatinangor.

7. There is the unit of IT and multimedia, where one person in charge of software; 2 programmers, working with hardware and network.

The study centre is equipped with various facilities, computer equipment and software. The majority of classrooms have N-computing system, internet connection (Wi-Fi access), LCD projectors, sound system, and Amplifiers – to improve the course delivery.

Access to literature *

FEB systematically maintains a collection of books, academic journals, and audiovisual materials, necessary for the educational and research activities of both students and faculty. FEB regularly updates the number of books in the library, as well as journals, magazines, theses, dissertations. The collections can be accessed at the following website: <https://lib.unpad.ac.id/>.

Students can access electronic journals for free through intranet networks in the campuses, or off-campus (using passwords, only for certain journals). Students can also acquire access to electronic journals from the Ministry of Research, Technology & Higher Education. The electronic journals include:

- *Alexander Street Press, Alexander Street Video, Balai Pustaka, Brill Online, Cambridge University Press, Cengage Learning, Ebrary, Ebsco Host, IGI Global, IG Publishing., Indonesia Heritage Digital Library, Digital Angkasa, Lexis Nexis, Mylibrary Proquest, Sage Knowledge.*

Appraisal:

The procedure was conducted via an online conference, therefore the panel did not visit the campus of UNPAD on-site. The panel was provided with videos showing the facilities as well as interviews with UNPAD students.

The quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programmes, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date.

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

4.5 Additional services

Career counselling and placement service

UNPAD has indicated the support for the student's career development in its mission statement. FEB UNPAD provides a professional, accountable, and conducive education (pedagogy, research and scientific development, and community service). FEB UNPAD supports the career development of its students by providing the Career Development Centre at the university level. All UNPAD students and graduates can get information about the job vacancies and job fairs from the CDC website. The Career Development Center organises various training/seminars, such as resume writing exercises, job interview training, etc. The career centre also organises a talent search, providing a forum for students to do internships at the national and international companies in Indonesia. The CDC also has a career guidance programme, where students can consult a career guidance psychologist to help them prepare for their future careers. For career development, students can obtain information from the Career Development Centre office or their website at <http://cdc.unpad.ac.id/>

Alumni activities

Alumni are an important part of the faculty's development. They support the faculty by providing scholarships for students, internship opportunities in their companies, as well as donations for University's facilities. The alumni association often have reunion's gatherings, which enhance the network among and their connections with the faculty. There is an alumni organisation, which includes all alumni of faculties called "Ikatan Alumni Unpad" (IKA UNPAD). FEB has a programme - the Alumni Lecture Series that collaborates with alumni. Alumni Lecturer Series (see the link: <http://iesp.feb.unpad.ac.id/en/alumni-lecture-series/>) is a programme, where Alumni of FEB UNPAD are asked to give one to two hours of presentations or public lectures on topics that describe the level of expertise and professionalism of the alumni. This programme is held to disseminate information about practical tips for success in the world of work or business or other information that can inspire students or other alumni.

Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. The HEI provides sufficient resources. An alumni organisation has been set up with the aim of developing an alumni network.

	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)

UNPAD is related to “*State University of the Legal Agency*” (status - PTNBH), with a wider autonomy in accordance with Government Regulation No. 58 of 2013, financially supported by the Indonesian government. The administration has pledged to devote 20 % of the state budget to education. UNPAD is privileged that it collects public funding from student tuition, collaborates with other partners, and alumni. UNPAD may independently handle budgeting and finance to guarantee that all academic activities in study programmes are supported. Each study programme is required to create a yearly budget combined with the faculty budget, with costs and expenses for the part-time and visiting lecturers. The use of the study programme’s budget is examined every semester.

Appraisal:

The income related to the programme ensures that each cohort of students starting within the accreditation period can complete the study programme.

		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

Quality assurance and quality development with respect to contents, processes and outcomes*

A quality improvement system of FEB UNPAD is developed both internally and externally. The **internal** quality improvement system comprises systematic activities undertaken by UNPAD to assure quality autonomously or independently with the aim of controlling and improving higher education management in a planned manner. This system refers to the following policies of organisational bodies at different levels:

1. Ministry of Research Technology & Higher Education (by the Directorate of QA);
2. University level by Quality Assurance Office (SPM)
3. Faculty level by Quality Assurance Unit (UPM).
4. Quality Control Cycle (QCC) or Gugus Kendali Mutu (GKM)

These are **four quality improvement systems**. The first quality system is regulated by the government body while the other systems are developed specifically by UNPAD to accommodate differences in historical background, organisational values, uniqueness of study programmes, availability of resources and infrastructure.

FEB UNPAD implements external quality improvement systems by the means of accreditation process. The external quality systems ensure that the internal quality improvement system is implemented adequately by the faculty and all study programmes. FEB UNPAD follows Quality Assurance (QA) systems provided by the following accreditation institutions:

1. The **National Accreditation Board for Higher Education (BAN-PT)** institutions has the authority to evaluate, assess, and improve the status and quality rating of study programmes based on established quality standards. BAN-PT applies **nine criteria** in the accreditation process (also available in various sources with few variations in English: Gunawan et al., 2019), Agustiansyah (2017)), listed below⁶
 - Vision, Mission, Objectives and Strategy;
 - Governance, and Cooperation;
 - Students;
 - Human Resources;
 - Finance, Facilities and Infrastructure;
 - Education,
 - Research;
 - Community Service;
 - Tridharma outcomes and achievement
2. Independent Accreditation Organisation for Economics, Business Management and Accounting/Lembaga Akreditasi Mandiri Ekonomi Manajemen Bisnis dan Akuntansi (LAMEMBA). LAMEMBA provides national accreditation for Economics, Management, Business and Accounting HEIs in Indonesia. The accreditation is assessed at the level of

⁶ Sari, A. C., Sukestiyarno, S., Wahyudin, A., & Masrukhan, M. (2023, September). How is The Role of Academic Culture in Improving Lecturer Productivity in Research and Supporting Accreditation. In International Conference on Science, Education, and Technology (Vol. 9, pp. 117-122).

study programme, and valid for a period of five years. A study programme can apply for re-accreditation at the end of the accreditation period. LAMEMBA employs nine criteria in the accreditation process:

- Vision, Mission, Objectives and Strategy
- Students, Human Resources, Finance and Infrastructure
- Education Research, Community Services
- Output & Attainment of University in Education Research and Community Services

3. **Abest-21 accreditation.** This is an international accreditation process provided specifically for management and business schools. It focuses on continuous improvement issues, initiatives, and plans of higher education management. The accreditation period is five years, Abest21 accreditation focuses on six criteria, namely:

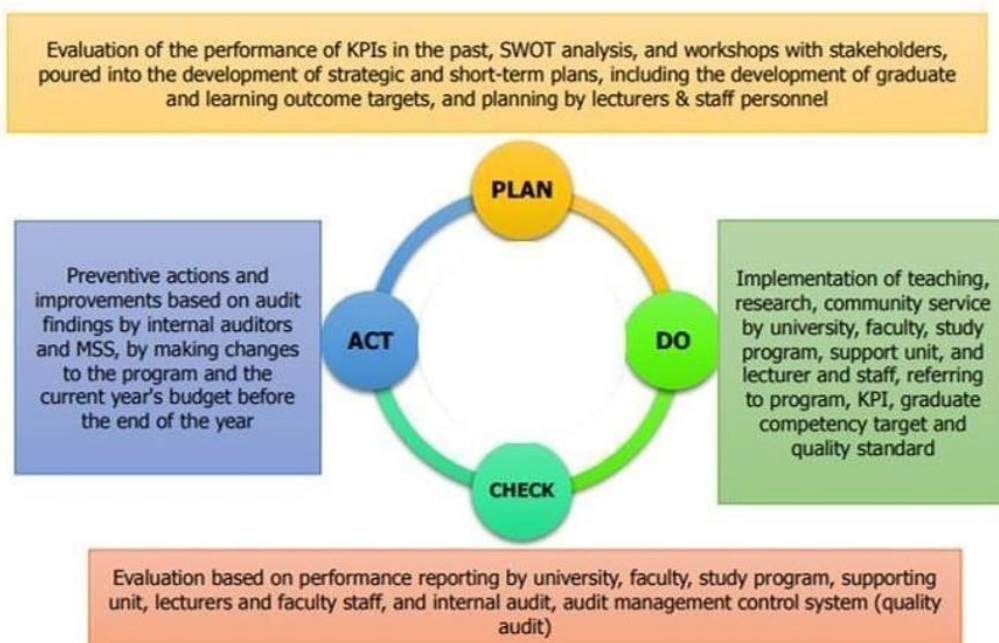
- Internal Quality Assurance, Mission Statement, Educational Programmes, Students, Faculty, Educational Infrastructure.

4. **ISO 9001:2015 accreditation.** It focuses on the monitoring of quality management **system**. It helps the administration process of FEB UNPAD to develop and review required documentation on responsibilities and procedures to achieve effective quality management in organisation. This ISO 9001:2015 focuses on seven basic principles, namely:

- Customer Focus, Leadership, Engagement of People, Process Approach, Improvement, Evidence-based Decision Making, Relationship Management.

FEB UNPAD performs PDCA (Plan-Do-Check-Act) cycle which is a systematic approach to implement the quality improvement system. The PDCA is the responsibility of the faculty office but it involves all elements including Departments, Study Programmes, Research Centre's, University, staff, students, as well as external stakeholders.

Figure 1: PDCA cycle at UNPAD



The faculty FEB develops a five-year strategic plan in line with the vision of UNPAD to become an excellent faculty in Indonesia and a reputable faculty in Asia-Pacific by the year of 2026. A strategic plan is divided into eleven directions:

1. Academic curriculum,
2. Learning activities,
3. Accreditation,
4. Competences,
5. Faculty staff,
6. Infrastructure,
7. Governance,
8. Finance,
9. Research,
10. Community service, and
11. Supporting areas

Instruments of quality assurance

Evaluation by students

Evaluation of students is implemented periodically and in accordance with the defined procedures. The evaluation of the learning process is carried out using the Integrated Academic Information System (SIAT). Students fill out a survey form to assess the learning process that has been done by lecturers, this takes into account the results of student workload evaluation and analysis, success rate, class activities, lecturer competence.

In addition to the survey of the learning process, FEB UNPAD also conducts a satisfaction survey of students regarding the perception of services provided by the study programme.

The results of this survey are processed for its following analysis. These data are used as a quality improvement material. The results of the survey are also published for all stakeholders.

FEB periodically conducts satisfaction surveys, where teachers give their feedback. The satisfaction survey is used as a measure of satisfaction of lecturers towards the available services provided by the Faculty. The results of their satisfaction about lecturers' activities are used as a quality improvement material. The results of the survey are also published for all stakeholders.

Evaluation by faculty

The Faculty also periodically conducts satisfaction surveys of lecturers. The implementation of this satisfaction survey is used to measure the level of satisfaction from lecturers towards the services provided by the Faculty. As with the student surveys, the results of the conducted lecturer satisfaction surveys will be evaluated next, and then the results will be used as quality improvement materials. The results of the survey are also published to all stakeholders.

External evaluation by alumni, employers and third parties

In improving the quality of the learning process, FEB UNPAD periodically conducts evaluation surveys of external stakeholders to have a perception about their level of satisfaction with the performance of faculty. In order to carry out the survey in a sustainable manner, FEB UNPAD already has a Career Development unit.

The surveys conducted include surveys on (a) alumni, (b) users and (c) third external parties.

The results obtained from the surveys then are followed up by evaluation in a management review meeting which is held once a month. Any input from external parties is used to improve the quality of learning. The quality assurance unit analyses the data and reports the results of the TS (see Tracer Study).

The results are considered as part of the control and improvement process.

Potential improvements, including technical details, are discussed with academic staff, students, and representatives of the alumni. Study programmes implement modifications, and these become subject to evaluation in the next semester (the cycle of quality assurance). QA department's unit documents the process and procedures.

Programme description (*)

Padjadjaran University Student Handbook contains a curriculum. Students receive it during their first inauguration week. The curriculum is also available on the faculty's website. The syllabus for each course is available in their learning platform and easily accessible.

Information on activities during the academic year

Activities of the FEB are reflected on the faculty website, as well as the social media- facebook, Instagram and twitter.

FB FEB: <https://id-id.facebook.com/febunpad/>

IG FEB: <https://www.instagram.com/febunpad/>

The activities of UNPAD are also available for public in various social mass media sources:

IG UNPAD: <https://www.instagram.com/ilmuekonomi.unpad/>

IG: <https://www.instagram.com/mie.unpad/>

Appraisal:

A quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes, and outcomes, has been set up. It takes into account the evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of the student population. Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.

Evaluation by the students is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process. Quality control by the faculty is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.

An external evaluation is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process. The study programmes' content, curriculum and examination scheme have been suitably documented and published (e.g. course plan and exam regulations).

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

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

Quality profile

HEI: Padjadjaran University

Bachelor of Management (BM)/ Master of Management (MM) programme:

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

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

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