



ПОЛИТЕХ
Санкт-Петербургский
Политехнический Университет
Петра Великого

ACQUIN
Akkreditierungs-,
Certifizierungs- und
Qualitätssicherungs-
Institut

Accreditation Report

Accreditation of the international study programme delivered in a foreign language “International Business Development” (“Management”) (38.04.02)

**Delivered by the Federal State Autonomous Educational Institution of higher Education
“Peter the Great Saint –Petersburg Polytechnic University”**

I Accreditation procedure

Signing of the Contract: 29 October, 2014

Self-Evaluation Report submitted on: 1 September, 2015

Dates of the site visit: 20-22 October, 2015

Standing Expert Committee: Committee for Economics, Law and Social Sciences

ACQUIN coordinator: Dr. Stefan Handke

Accreditation decision by ACQUIN: 31st March, 2016

Members of the Peer Group:

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- **Professor Dr. Ajdar Ajupov**, Leiter des Instituts für lebenslange Weiterbildung, Professur am Lehrstuhl für Wertpapiere, Börsenwesen und Versicherung am Institut für Verwaltung, Wirtschaft und Finanzen der Kazaner Föderalen Privolzhskij Universität; Leiter der wissenschaftlichen Schule „Innovativer Wandel der Finanzmärkte“; Mitglied des Expertenrates für berufliche Weiterbildung im Hochschulbereich beim Bildungsministerium der Russischen Föderation; Mitglied der Redaktion von der wirtschaftswissenschaftlichen Zeitschrift «Review der Samarer Staatlichen Universität des Verkehrswesens», Russland
- **Sergej Mulischov**, stellvertretender Geschäftsführer für Wirtschaft und Finanzen des Föderalen staatlichen Amtes „Direktion der Schutzanlageneinrichtungen in St.-Petersburg beim Ministerium für Bau-, Wohnungs- und Kommunalwirtschaft der Russischen Föderation“, Russland
- **Alina Rutschjewa**, PhD-Studentin des 5. Semesters, Fachrichtung „Betriebswirtschafts- und Volkswirtschaftslehre (nach Branchen)“ der Managementhochschule an der Staatlichen Universität zu St.-Petersburg, Russland

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II Context

The experts wish to thank organizers, teachers and students participating in the reception of the Peer Group in Saint Petersburg for the opportunity to participate in the meetings, openness and readiness to answer questions. This kind of involvement is very valuable not only for the evaluation of the study programmes but also for a better understanding of the legal and socio-cultural background of the Russian system of higher education, and in particular Peter the Great Saint Petersburg Polytechnic University (SPbPU).

The objective of the international accreditation procedure is to evaluate and recognize the high quality of offered study programmes against international accreditation standards according to European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG-ENQA). During the procedure of joint accreditation the legal norms of both countries were taken into consideration.

Special regulations (common for both countries structural regulations on accreditation of Bachelor and Magister programmes, rules of the Accreditation Commission for accrediting study programmes and system accreditation) which are necessary for awarding the quality label (Urkunde) are not considered here.

In the event of successful joint accreditation NCPA's National Accreditation Board awards the Certificate of joint international accreditation of a study programme for the period of up to 6 years.

The ACQUIN Accreditation Commission (Akkreditierungskommission ACQUIN) can make the following decisions:

- **Unconditional accreditation** (Akkreditierung ohne Auflagen). In case of first time accreditation the term is 5 years.
- **Accreditation with conditions** (Akkreditierung mit Auflagen). The study programme is accredited with certain conditions as it reveals certain content and structural weaknesses or inconsistencies that may be corrected within a 12 month period. This, in fact, may be a high quality programme which needs improvement in some areas. In case of conditional accreditation the accreditation term is reduced. After the submission of documents testifying to the timely implementation of obligations and the confirmation of this fact by the Accreditation Commission the term is extended to the normal period. If the implementation of obligations has not been confirmed the accreditation is not extended.
- **Rejection.**

1 General Information about the HEI

The Federal State Autonomous Educational Institution of higher Education “Peter the Great Saint –Petersburg Polytechnic University” (hereinafter SPbPU) – is a multifunctional state higher educational institution. In 2010 it got the status of a national research university in recognition of its role and capacities in the field of education, as well as multidisciplinary research and development. Among the Russian universities of technology, Saint Petersburg Polytechnic University has always been ranked among the leaders.

SPbPU concluded 340 partnership agreements with 253 Universities of 47 countries, 58 agreements are signed with the Universities, which are listed in TOP-500 QS World University Rankings.

In 2014 SPbPU signed 64 partnership agreements with foreign Universities, among them 15 agreements with the Universities, which are included in QS 100-500, and 7 students exchange agreements.

In 2014 SPbPU, being one of the leading HEIs-participants of the Programme “5-100-2020”, upon the recommendation of the Ministry of Science and Education of the Russian Federation became a partner in the project of designing and implementing development programmes of Slavic universities.

Maintaining strategic partnership with foreign Universities became the basic component of development of inter-HEI cooperation.

The material and technical resources of SPbPU comprise : 18 teaching and laboratory buildings, 17 buildings of engineering infrastructure, 29 architectural monuments, 5 social infrastructure facilities, 15 dormitories, 7 residence buildings and 98 other objects (including workshops, boxes, garages and other facilities) with general area of 480 000 square meters, out of which 262789, 9 square meters are classrooms and laboratories. Altogether there are 350 rooms equipped for studies, practical and research work. Laboratory facilities provide for quality delivery of all educational programmes and research work of undergraduate and post graduate students and staff.

The University made major efforts in repairing and re-equipping the material and technical resources. SPbPU conducted capital and running repair of the University’s buildings and construction in the amount of over 361 million rubles. Real estate is maintained in good technical condition, lecture halls are equipped with contemporary learning aids and other means, which are necessary for educational and research activity. SPbPU has designed the development programme for the asset complex until 2020; the programme includes diversified re-equipment of academic buildings with the purpose of improving accessibility of the HEI for handicapped people in accordance with legislative requirements.

The University has contemporary technical educational means: over 215 computer classes have the Internet access. In order to provide access to various internal and external resources SPbPU uses powerful servers, Wi-Fi wireless network, whose access points are located on every floor of most academic buildings and in the reading hall of the Fundamental library. Such a solution meets contemporary requirements for continuous access to educational resources of the local network and the Internet. All the dormitories are also equipped with the computer network. The University has in place multimedia centers. Most lecture halls are equipped with projectors, screens and other multimedia complexes. Some classrooms are equipped with electronic interactive whiteboards (screens).

At the moment SPbPU includes 11 basic institutes, departments of Professional Training, branches in the cities of Cheboksary, Sosnoviy Bor, Cherepovets, a complex of research departments including the Joint Institute of Science and Technology, research and educational centers, a number of specialized research and production structures, sports and recreation complex, vacation camps.

The University trains:

- Bachelors and Masters of Science within 49 training directions in science and technology;
- Specialists (engineers, economists, managers) within 9 training directions;
- Candidates of Sciences and Doctors of Sciences in 92 scientific training directions.

Forms of studies: full-time education; part-time (evening studies); correspondence courses SPbPU provides an opportunity to get postgraduate education – doctoral degree, second higher education, retraining in future-oriented training directions.

Students' cohort:

15807 students –full-time education,

4200 students - part-time (evening studies),

4160 students – correspondence course,

1100 students–professional trainings programmes (second higher education, professional development, etc.).

At the University, 11 institutions and 105 departments are involved in both education and research: the Institute of Civil Engineering (ICE); the Institute of Power Engineering and Transportation (IPET); the Institute of Metallurgy, Mechanical Engineering and Transport (IMMET); the Institute of Physics, Nanotechnology and Telecommunications (IPNT); the Institute of Computing and Control (ICC); the Institute of Applied Mathematics and Mechanics (IAMM); the Institute of

Industrial Economics and Management (IEM); the Institute of Humanities (IH); the Institute of Military Engineering and Safety Research (IMESR); the Institute of International Educational Programmes (IIEP); the Institute of Physical Training, Sport and Tourism (IPTST).

Three branches also provide education and training. These are the Cheboksary Institute of Economics and Management (Branch) of FSAEI HE "SPbPU", the Institute of Management and Information Technology (Branch) of FSAEI HE "SPbPU" in Cherepovets, the Nuclear Energy

Institute (Branch) of FSAEI HE "SPbPU" in Sosnovy Bor.

As of December 2014 the united library stock of the University comprise 2 978 097 storage items. During the reporting period 31 137 documents in the amount of 9 812 691, 30 rub. have come in from various sources and which have been entered on library's books and records. Of which the book stock – 24 792 items (6 510 titles), periodicals – 6 342 items (598 titles to include 13 – foreign). A considerable part of foreign electronic information resources have been supplied by the non-profit partnership "National electronic and information consortium" and the Russian Foundation for Fundamental Research as SPbPU is a participant of the Federal target programmes.

One of the largest student trade union organizations in St. Petersburg founded in 1965 is active in the University. Today the organization includes of 13000 full time students of the SPbPU .

The study programme "International business development" (international study programme, conducted in foreign language) is designed for training managers of top and middle levels for organizational and managerial, analytical and research activity in the area of international management and management of business development. The Programme's tasks are developing leadership, cross-cultural, entrepreneurial, organizational and analytical qualities of students, which are necessary for management of business development (mainly in B2B markets), organization of foreign trade, production and logistics, and international marketing activity. The programme's goals and tasks meet the requirements and correlate with the HEI's strategy.

2 Description of the programme

2.1 Qualification and Competencies

Mission of the study programme “Management”, specialty “International Business Development” (hereinafter – the Study Programme) is studying international business processes with consideration of economic traditions of Russia and Germany. Graduates of the Programme are expected to know two languages (Russian and German) and particularities of Russian and German business.

Apart from studying basic disciplines and language practice, students learn mentality of two different countries, which provide students with major possibilities to make successful career in international business companies or participate in international research projects.

The objective of the specialized Master’s Programme is training specialists in organizational and managerial, analytical and research activity in the field of international management and management of business development with special emphasis on foreign trade, industrial and logistic, and international business activity. The programme trains students, who are going to make successful business career in industrial and trading enterprises, which deal with export-import operations, consulting companies, multi-national corporations, which promote their products and services to foreign markets.

International and industrial orientation of the Programme allows its graduates to gain real possibilities for future employment in B2B sector, its marketing, international activity, trading and logistics departments.

Brief specification of the Master’s Study Programme, which is delivered by Federal State Autonomous Educational Institution of Higher Education “Peter the Great Saint Petersburg Polytechnic University”, is presented in the table below.

Table 1 – Brief specialization of the programme

SECTION I	
Study Programme	“International Business Development”
Level of education / Duration of training	Master’s Degree / 2 years
Subdivision (director)	Institute of Industrial Economics and Management - ILEM (Candidate of Economics, assistant Professor Valery Aleksandrovich Leventsov)
Graduate departments (heads of the graduate departments)	Department of Entrepreneurship and Commerce Head - Ph.D. in Economics, A.P. Dmitry Anatolievich Garanin Programme director – Viktor Andreevich Dubolazov, Dr. of Economics, Professor, Honored Worker of Higher Education of the Russian Federation, Professor of the Department of Entrepreneurship and Commerce of the SPbPU Institute of Industrial Economics and Management.
Review period	October 20-22, 2015
Pearson in charge of accreditation	Dmitry Germanovich Arseniev, Professor Vice-Rector for International Activity
SECTION II (ACQUIN requirements)	
Number of ECTS /Credits	120
Terms (number of semesters) and form of learning	4 academic terms, full-time education
Beginning of training (winter/summer term)	Winter term – 1 st of September Summer term – the second week of February
Date of the beginning of the study programme implementation	2012 – Master’s programme «International Marketing Management» with an opportunity to get a double degree of Reutlingen University of Applied Sciences in Germany. During the first year the students study in Russian, during the second year – in a foreign language. 2013 – Master’s programme in English “International Business Development (International Study Programme in Foreign Language)” with an opportunity to get a double degree of University of Applied Sciences Upper Austria. The students study in English for two years.
Target group	The programme is targeted at training Masters after getting degrees of Bachelors and Specialists in training directions “Management” and “Economics” as well as retraining and continuing training of Bachelors, Specialists and Masters in other training directions and specialties.
Prerequisites for the admission to training	Higher Professional Education (degree of Bachelor, Specialist or Master in training direction “Management”, “Economics” and others, which includes basics in management or economics). Fluent English. High motivation to study international programme in training direction “Management” in English.
Opportunities for further education (after completion of the study programme)	Entering and studying by Doctoral (PhD) Degree programme.
Number of places	Annually 20 students enter the Programme (50% Russian students, 50% foreign students). Number of federally-funded places - 3 places on the average.
Tuition fee	Current tuition fee: 80 000 rubles per academic term – for Russian students, 95 000 rubles per academic term – for foreign students.

Employment, potential areas of professional activity	<p>The Master's programme "International Business Development" is aimed at training middle and top managers with intense leadership, analytical, cross-cultural and organizing qualities in the sphere of international management and business development.</p> <p>The programme trains specialists for employment in departments of marketing, foreign trade activity, logistics – in national and foreign enterprises and trade organizations. The ILEM partners in employment of the graduates are: BIOCAD, JTI, HENKEL, KPMG, North-West Center of strategic developments etc. The programme students have an opportunity to work and undergo pre-graduation practice in partner companies.</p>
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The Programme is designed for 2 years of study and implies full-time education form. The Study Programme plan consists of four academic terms, basic and variable parts.

A graduate of the Programme is expected to possess *various general cultural competencies*:

- ability for abstract and analytical thinking, and synthesis of ideas;
- readiness to in non-standard situations, bear social and ethical responsibility for made decisions;
- readiness for self-development, self-realization, and using one's creative potential;

Graduates of the Master's Programme are expected to have *general professional competencies*:

- ability to communicate orally and in the written form in Russian and foreign language in one's professional sphere;
- readiness to lead a team in the sphere of professional activity; tolerance of social, ethnic, confessional and cultural differences;
- ability to conduct independent research, to justify the relevance and importance of the chosen research topic;

A graduate of the Master's programme is expected to acquire professional competences according to the types of activity:

- organizational and managerial activity:
 - ability to manage organizations, structural units, teams, projects and networks;
 - ability to develop corporate strategy, organization development programmes and ensure their implementation;
 - ability to use up-to-date methods of managing corporate for implementing strategic tasks;
- Analytical activity:

- ability to use qualitative and quantitative methods for conducting applied research and managing business processes and to prepare analytical materials on the results;
- mastery of the methods of economic and strategic analysis of the behavior of economic agents and markets in the global environment;
- research and teaching activities:
 - ability to integrate and evaluate the results of research into current issues of management, obtained by national and international researchers;
 - ability to present the research outcomes in reports, articles or presentations;
 - ability to conduct independent research, to justify the relevance and importance of the chosen research topic;
 - ability to conduct independent research in accordance with a developed programme
 - ability to develop methodological provision of management disciplines and to apply up-to-date methods and methodology in the teaching of these disciplines.

Expected learning outcomes:

- In the sphere of advanced management:
 - knowledge in advanced management, up-to-date methods of management and ways of developing business in the global business world;
 - ability to analyze modern theoretical concepts and research results in business development, to use theoretical models when developing corporate strategy;
 - ability to use modern methods and software for data analysis and development of strategic managerial decisions;
 - development of business competences and business planning.
- In the sphere of management and business communication:
 - acquisition of knowledge in cross-cultural management, different cultural mentality and inter-cultural business connections;
 - ability to manage multi-national personnel in the global environment, analyze the specifics of management in different countries and use personnel management models
 - mastery of investment, economic and legal analysis of regulating the agents' activity in the international business environment;

- ability to critically evaluate the results of theoretical and empirical research into the impact of national cultures on international management;
- acquiring leadership qualities and communication skills of making presentations to group, partners and investors.
- In the sphere of international business:
 - knowledge about the specifics of international marketing and research of international market for business development;
 - ability to develop expansion strategy of a company in the international markets;
 - the skills of management decision making in the process of business internationalization;
 - ability to use qualitative and quantitative methods in international marketing research;
 - ability of business cooperation in international business and conflict situations; developing competences in international negotiations.
- In the sphere of international finances and economy:
 - knowledge of financial and economic processes in modern organizations, their behaviour in micro and macro- environment;
 - ability to use advanced methods of financial and economic analysis of financial accounting of an international company or methods of international controlling for a system management of the company's income on the basis of international standards; ability to do a comparative analysis of financial accounting of a company and justify the relevance of research topics.
- In the sphere of international industrial business:
 - ability to develop a strategy of industrial marketing and management, a programme of organizational enhancement of an industrial company on the basis of value-oriented approach and determining competition factors in the global business environment;
 - knowledge of internationally recognized practices of production management or the management of the company's international trade;
 - mastery of methods of economic or strategic sectoral analysis in industry in the conditions of global business environment;
 - ability to justify the relevance and importance of the chosen research topic and develop a plan of independent research.

- In the sphere of international operations management:
 - knowledge of management of foreign trade units and foreign departments of a company;
 - skills in working out the strategy of organizational development of a company regarding sales management or material provision and supply chains;
 - knowledge of international trade management or supply chains and methods of analysis of supply sources in the global economy;
 - ability to use up-to-date methods of management of international corporate finances for solving strategic tasks;
 - communicative skills of business communication with foreign contractors of an industrial company.
- In the sphere of research:
 - ability to justify the relevance and importance of a research topic, to formulate research problems and hypotheses in the sphere of international management and business development; ability to conduct monitoring and analysis of research literature, synthesize key problems in the subject specific area; ability to suggest approaches and methods of solving a research problem; conduct research and present its outcomes in the form of a report.

2.2 Achievements of the study programme

2.3 Provision of up-to- date content of education

The Master's programmes of the Institute of Civil Engineering (ICE) are focused on international and industrial directions. The leading teachers of several departments, among them: "Entrepreneurship and Commerce", "World and Regional Economics", "International High School of Management", "Economics and Management in Engineering", "Linguistics and Intercultural Communications" and the Institute of International Educational Programmes participate in the Programme.

Russian and European teachers of the Programme "International Business Development" participate in several joint research projects in the field of business and entrepreneurship development. The Programme enrolls foreign teachers on regular basis and invites leading foreign specialists for teaching short courses in the framework of the Programme's academic disciplines.

In order to provide the University conducts additional events:

- visits of representatives of partner organizations;

- series of guest-lectures, conducted by top-managers of companies and entrepreneurs (Ericsson, Biocad, Росэл, Gazprom-Oil, Vibropower and other companies);
- series of guest-lectures, conducted by leading foreign academic specialists in the field of innovative business (Tatyana Schofield of London Imperial College, Alexandra von Bismarck of German Graduate School of Management and Law and other).
- study visits of industrial enterprises of the North-Western region (Optogan, JTI-Petro, Biocad, Philips, Nissan, Power Machines and other companies).
- In 2015 the Institute of Civil Engineering concluded 25 labor contracts with foreign professors.

2.4 Quality of the Study Programme Implementation

Quality of the Programme implementation is proved by top results of students' polling and high quality of students' employability. Practically all the graduates are employed by leading companies, founded own companies, or entered postgraduate training programmes of SPbPU. National innovative companies, representative offices of the leading world companies, consulting and marketing agencies ("BIOCAD", "Optogan", "Metalloproduksia", "Comp MechLab", "JTI Petro", "Henkel", "Vibropower", "KPMG", "DDC Lab" and other.) are official partners of the Programme, which signed agreements on internship and employment of Master students.

In order to support foreign students the Programme cooperates with partner organizations, which maintain business ecosystem of St. Petersburg: Business Incubator "Ingria", Polytech Strascheg Russian-German center for innovation and entrepreneurship, Russian-Finnish project "Demola", Russian-American "Centre of Entrepreneurship". Russian and foreign students of the Programme have an opportunity to carry out applicable business projects in the field of international market research, international product-management and multinational startups on the basis of the partner organizations.

The highest quality of the Programme is confirmed by a number of partner agreements with the HEIs of Germany, Netherlands, Finland and Austria. Regular student exchange process is established with several European Universities (Leibniz University of Hanover, University of Amsterdam and other).

The students of the English-language Programme have an opportunity to study in Western European HEIs in the second or third academic terms of study. These Universities signed agreements on mutual recognition of a number of academic disciplines and possibility of credit transfer at home University.

Within the framework of the programme “International Business Development (the international study programme in a foreign language)” the students who have good academic achievements in the first year have an opportunity to spend the third semester in the University of Applied Sciences in Upper Austria studying in the partner programme “Global Sales and Marketing”

The agreement on the Double Degree Programme diploma between SPbPU and the University of Applied Sciences is listed in the official EU catalogue of joint programmes with the Russian Federation. In 2015 4 students were awarded a Double Degree.

2.5 Competency of the teaching staff

The Programme engages Russian and European teachers, who have competencies and skills for teaching international standards of management and business.

The teaching staff of the Programme includes 3 Russian Professors, Doctors of Economic Sciences; 5 European teachers, 4 of them are Professors, PhD degree holders; 8 Assistant-Professors, Candidates of Economic Sciences; 5 teachers experienced in the area of business and consulting.

The Department of Entrepreneurship and Commerce regularly conducts applied research into the field of business development. The most extensive research “Analysis of existing and expected requirements of international and Russian automobile industry companies, located in Leningrad Region and St. Petersburg for engineering support of automobile components” was completed in 2014.

The programme’s teachers regularly participate in international conferences, expos and further education programmes; undergo internship in leading Universities of the world: Harvard Business School, Cambridge University and others. Groups of Russian teachers undergo internship under the partner programmes in Universities of Germany and Austria for the purpose of sharing best practices. Three teachers of the Programme worked as visiting lectures in European HEIs.

2.6 Research activity

The University with the participation of the Department of Entrepreneurship and Commerce is carrying out the research project “Effective services of professional and social support and assignment of international specialists of different categories in Universities-participants of the project of improving competitiveness of leading specialists of Russian Universities”.

The University conducts fundamental research work; carries out assignments commissioned by industrial companies. The research project “Economics and Management of Innovative Processes” is included into the Register of the Leading Research Schools of St. Petersburg. Major research work was conducted on the orders of the Russian Research Foundation and State government bodies (with the budget of millions of rubles): “Programme targeted management of complex

development of Arctic zone of the Russian Federation”; “Investigation and development of economic mechanism and methodological instruments of resource management of companies, which is oriented to innovations”; “Analysis of existing and expected requirements of international and Russian automobile industry companies, located in Leningrad Region and St. Petersburg for engineering support of automobile components” and many others. The results of the conducted research work are published in journals, which are indexed in Scopus and the Web of Science databases.

During the past year 50 articles were published in the journals, which are listed in Scopus databases. Six Institute’s employees have top HI-indexes. In 2015 the article, written by the leading Russian and German teachers of the Programme and a master student from Mexico, was awarded a diploma “Best Paper Award 2015” at the conference in Austria.

The Institute’s teachers actively participate in developing research work. Some of the work is carried out under federal grants:

- “Theoretic grounding and developing mechanisms of managing effectiveness of budgetary expenses” in the framework of analytical institutional targeted programme “Development of scientific potential of high school (2009-2010)” of the Ministry of Education and Science of the Russian Federation;
- “A complex model of well-balanced development of home mortgage loan system” of Academician Nikolai Fedorenko International Scientific Foundation of Economic Research;
- Development of the programme of further training and methodological complex “Lean production of lighting goods with the use of nano-technologies” (2011-2012) of the Foundation for Infrastructure and Educational Programmes RUSNANO;
- Development of methodological instruments for managing innovative potential of industrial cluster on the basis of integration of research and technological, educational, entrepreneur economy sectors and creation of AC monitoring and evaluation of processes of high technology industrial development of economical systems (2011) of the Ministry of Education and Science of the Russian Federation;
- Improvement of allocation of financial flows in innovative HEIs (methods, models, recommendations, methodologies, best practice) (2009 - 2011) of the Ministry of Education and Science of the Russian Federation;
- The Innovational project “Enhancement of teaching social and economic disciplines in Russian HEIs” included conducting research work into a wide range of issues of world economy,

national economy, development economy; the results were used in methodological complexes. The project was funded by the International Bank for Reconstruction and Development through the National Training Foundation.

2.7 Material and Technical Resources

The Department of Entrepreneurship and Commerce has high-quality classroom facilities. The Department also uses classrooms of international resource centre in a contemporary academic building of SPbPU's international educational programmes. Students take part in business computer games of international business development in foreign markets. The games' licenses are purchased from the companies, which developed business-simulators (i.e. Cesim, Finland). In order to provide high-quality educational process, the Institute purchases all the necessary modern software.

2.8 Employability of students

Graduates of the Institute are employed as top managers in such companies as Henkel, Biocad, Megafon, Eurosib, Ruselprom, Gazprom-Oil, VTB-bank, Unicredit, Deutsche Bank, Saint Petersburg Chamber of Commerce and Industry and other organizations.

The University annually monitors the employability of the Programme's graduates. The Graduates of the English language Programme of 2012-2013 are now postgraduate students at the Department, or work in leading B2B companies in Russia and abroad.

Graduates of 2014: postgraduate students – 3, working abroad - 5 (Cyprus, Austria, United Arab Emirates, China, Algeria), working in industrial companies: BIOCAD – 1, Ruselprom – 2, Lysoform – 1, Gazprom – 1, Hydravia – 1 and others.

Graduates of 2015: postgraduate students – 3, working abroad - 4 (China-2, Slovakia, Netherlands), working in industrial companies: BIOCAD – 1, New Diamond Technology - 1, Renault Russia – 1, Fort Group – 1, Phillip Morris – 1, Consulting House (G-20Y Association) – 1, IntiLED – 1, Ulmart – 1, COMTEC-Energoservice – 1 and others.

The absolute majority of the graduates are employed in the field of development of B2B business, innovational and industrial companies. As a rule they take positions, which are connected with product management, export management, international market development and B2B marketing. Two graduates of 2015 are developing their own international business projects.

2.9 Academic mobility of students

Academic mobility of the Institute's students is one of the most eminent in SPbPU. 53 students visited the Institute for a period of one semester 2013, 63 students in 2014; 108 students of the

Institute studied abroad for a period of one semester in 2013, 184 students in 2014. Annual increase of students' academic mobility of the Institute is about 30%.

The Programme "International Business Development" provides opportunities for academic mobility during the second or the third academic terms. These Universities and partner HEIs signed agreements on mutual recognition of a number of academic disciplines and possibility of credit transfer at home University. International academic mobility of the Programme's students is supported by Federal Programme "5-100-2020" of the Ministry of Education of the Russian Federation.

Students' academic mobility is conducted in three main directions:

- Germany: ESB Business School of Reutlingen University – Master's programme "International Business Development"; Hannover Leibniz University - Master's programme "European and Asian economic relations" and "International management"; Technical University Munich, MUAS Munich – Master's programme on international management.
- Finland: Lappeenranta University of Technologies – Master's programme "International Marketing Management" and others.
- Upper Austria: University of Applied Sciences Upper Austria – Master's programme "Global Sales and Marketing".

Students, who entered the Programme "International Business Development" in 2013 (11 students out of 19) and in 2014 (12 students out of 20) undertook training in Austria in the double degree programme (University of Applied Sciences Upper Austria), a semester long training abroad (ESB Business School of Reutlingen University, Technical University Munich, Paris EDC Business School, Lappeenranta University of Technologies), and training in a month long summer school in Hannover Leibniz University.

III Description and Evaluation

The Peer Group is especially appreciative of the possibility of meeting and interviewing two representatives from the Reutlingen University, Germany. This interview with the teachers, who participate in developing and implementation of the Programme made it possible to better understand the concept of the study programme for the both sides of the process; the module principle of the programme and several other applied aspects.

As a result of the site visit and analysis of written evidence the Peer Group arrived at the following conclusions about the Programme “International Business Development”.

1 The goals of the study programme

The goal of the study programme is to train top and middle level managers in managerial, analytical and research activity in the area of international management and business development management.

The Programme’s tasks are: development of leadership, cross-cultural, entrepreneurial, organizational and analytical qualities of students, which are necessary for management of developing business (mainly in B2B markets), organization of foreign trade, production and logistics and international marketing activity.

1.1 Background of the Programme

In 2012 the University started the Master’s programme “International marketing management”, which provided the opportunity to get the second diploma of the Reutlingen University of Applied Sciences (Germany). During the first year the students of the programme studied in Russia in the Russian language; the disciplines of the second academic year were taught in English (in Russia or Germany). In 2013 the Institute started the Master’s programme “International Business Development (an international study programme conducted in English)” which was delivered completely in the English language; the Programme offered an opportunity to obtain a diploma of the University of Applied Sciences of Upper Austria. Classes of the Programme are conducted in English. This English-language programme is oriented to developing knowledge and skills in business development with the focus on development of international activity of industrial companies (foreign trade, production and logistics and international marketing activities), compliance with the European standards and principles of international management.

The Programme is designed for supporting effective use of opportunities of network connections of SPbPU and industrial companies, which offer the University’s graduates leading positions in managing business processes in Russian and foreign B2B companies. The Programme offers its

graduates opportunities for future employment in departments of marketing and sales, international activity and logistics of industrial enterprises and organizations.

Within the framework of the programme “International Business Development (the international study programme in a foreign language)” a few students who expressed their interest and have good academic achievements in the first year have an opportunity to spend the third semester in the University of Applied Sciences in Upper Austria studying in the partner programme “Global Sales and Marketing”. The programme “Global Sales and Marketing” of the University of Applied Sciences in Upper Austria has similar goals and expected learning outcomes with the programme “International Business Development” of SPbPU. It specializes in developing the activities of B2B companies in the organization of international marketing and establishing sales systems in international markets.

Thus, eligible students have an opportunity to get a second degree from the University of Applied Sciences in Upper Austria (Steyr, Austria). In 2015 4 students were awarded a Double Degree.

The mission of the Programme is developing competitive performance of national B2B enterprises in international market by way of training highly-qualified specialists, who are ready for global competition and improving investment potential of the region for foreign investors.

One of the factors, which influenced the Programme’s goals development, is peculiarities of the regional development. In the beginning of the twenty first century the North-Western region of the Russian Federation became very attractive for developing business activity of foreign and national companies. In the process of cooperation with middle-sized and major companies of Russian B2B market, the University discovered the lack of highly-qualified professionals in the area of developing and/or internationalizing industrial business with the account of contemporary principles of international management. Moreover, a number of companies develop approaches to organization of multinational marketing with the purpose to engage Russian and foreign specialists and University graduates in developing business activity in national and international markets. Unfortunately, talented Russian students prefer studying in European HEIs and often are provided with attractive opportunities to be employed abroad. In order to prevent the loss of talented managers, the second and the third semester of the programme “International Business Development” provide an opportunity of studying in foreign Universities, which have analogues profile. Consequently, students undergo academic internship abroad, come back to St. Petersburg and apply the acquired business knowledge and skills in Russia.

1.2 Qualification goals of the study programme

The goal of the Study Programme “International Business Development” is training highly qualified graduates, who complete tasks in offices, organizations and industrial enterprises. The Graduates of the Master Programme are expected to be able to conduct research work and make optimal managerial decisions. They are also able to teach in HEIs.

By the end of training students are expected to have knowledge of theoretical principles of evaluating and developing prognoses for further development in the field of international business, knowledge of corresponding methods and principles.

For illustration purposes the Institute worked out a detailed description of the professional sphere of the graduates’ activity. Apart from this, graduates of the Master Programme have the opportunity to work in federal and private enterprises. They are also able to teach in HEIs.

The Institute places a high priority on methodologic competency. On the basis of academic content students have the right to work in a number of spheres in state agencies and industrial companies.

Future spheres of activity and professional development, to which the Programme is striving, are clearly shaped. Goals of the Master Programme comply with the requirement for contemporary, high-quality teaching, which is oriented to demands of the professional sphere, successful professional activity and research.

The Programme takes into account initiatives and requests of employers, who are, on the whole, satisfied by the Programme’s content.

Theoretical knowledge, which is acquired by the Programme’s students, have applied character. The Programme’s students have the right of making suggestions about improving the Programme’s content and teaching staff; this provides a high level of students’ contentment with the Programme.

The Peer Group is of the opinion, that:

- competencies of the educational programme “International Business Development” comply with the goals of the Master’s level;
- main goals of the postgraduate programme “International Business Development” comply with the mission and the strategy of the University’s development;
- the Programme has expedient objectives, the goals of the Programme are clearly defined and transparent.

1.3 Conclusions

The Peer Group is of the unanimous opinion that the goal of training is achieved. However, the Self Evaluation Report for the next accreditation procedure should be more clearly articulated, explicit, and transparent. Goals and objectives of the study programme should be clearly formulated, the measurable evaluation parameters, which provide quality management of the process, should be distinctly defined.

The study programme at large is conceptually thought over and is being implemented in the education and training process.

1.4 Recommendations of the Peer Group:

1. In order to enhance the effectiveness and quality of managing the educational process it is recommended to conduct continuous monitoring of the Programme's goals, specifically, define clear objectives, which connect the activities of the HEI's on the development strategy, analysis of students' and employers' surveys (with the objective of continuous improvement of training and analysis of students' employability) for further improvement of the Programme.
2. In order to provide transparency of the Programme's goals for external (employers) and internal (students, teachers) users, it is recommended to clearly formulate and correlate them with practice-oriented competencies.

2 Concept

The Peer Group is of the unanimous opinion that the concept of the programme, delivered by Peter the Great Saint –Petersburg Polytechnic University, is comprehensive and contributes to the development of the competitiveness of national industrial companies on the international market by way of training highly qualified personnel and also by increasing investment attractiveness of the North-Western region of the Russian Federation for foreign investors.

The programme under accreditation offers education for students who strive to have a successful business career in industrial companies and trade organizations in B2B sector, conducting export-import operations, in multi-national corporations, developing their products and services in international markets and consulting companies.

2.1 Admission requirements

Admission requirements are governed by the normative documents on education of the Russian Federation, by the Ministry of Education and Science of the Russian Federation, admission rules and requirements for admission of the University.

The Programme is developed within the framework of specialty "Management", applicants from abroad are expected to provide: a personal application, original and notarized Russian translation of a Bachelor's or Specialist's Diploma with the Diploma Supplement; conclusion of the "Centre for Recognition of Foreign Education Documents" on possibility of entering the Master's programme with foreign Diplomas of Higher Education; original and copy of the passport. Besides, applicants take inter-disciplinary (qualification) examination of the chosen specialization at the corresponding Institute and entrance tests in the Russian language for Master programmes, which are delivered in Russian (by the decision of the Admission Board). Master programmes, which are delivered in English, do not require taking entrance tests in the Russian language.

2.1.1 Admission of Russian students

Russian applicants for the Programme are expected to possess basic knowledge in management and economics, and be fluent in a foreign language. The Programme's applicants should feel at home with the English language. Entrance requirements include the entrance examination in management and interview with the Programme's coordinator, which is conducted in English. Entrance examination for state-funded education in "Management" (for the Russian Federation applicants) is conducted in Russian in the form of a written test.

2.1.2 Provision of adequate conditions of study for special needs students and students in difficult life situations

Conditions provided by the Institute:

- during the entrance tests and examinations, applicants, according to their personal needs, have an opportunity to use necessary technical means;
- material and technical conditions should provide the opportunity of unhindered access to classrooms, toilet rooms and other facilities (availability of wheelchair ramps, waist rails, wide doorways, elevators (if the elevator is unavailable, the entrance tests should be conducted on the ground floor), special armchairs and other devices);
- in case applicants with special needs are admitted to the Programme, the Institute provides possibility for transferring classes to the building of the Institute of International Educational Programmes. The building provides all the necessary equipment for special needs students;

- in case the students of the Programme find themselves in difficult life situations, the Institute provides a study leave with the opportunity to resume studies.

2.1.3 Opportunities of transfer to different higher Education systems

Since 1988 the University has had in place a subdivision of the Department of International Education of SPbPU “Centre for Recognition of Foreign Education Documents”, which carries out examination of foreign document on education and/or qualification, scientific degrees and titles, and provides recognition of Russian education abroad.

Foreign applicants are expected to have basic knowledge in management and economics, and have foreign language skills. The Programme’s applicants should feel at home with the English language, pass the examination in management and interview with the Programme’s coordinator, which is conducted in English via Skype or in person.

2.1.4 Support classes for foreign students, first year students and students of other specialties

Foreign students are provided with the opportunity of studying an elective discipline “The Russian language for foreign students” (54 academic hours). During the second semester foreign students also may take an additional optional course of 18 hours. There is an opportunity to take both courses optionally: students inform the Programme coordinator on their intent in advance.

2.1.5 Further education for Master’s programmes

Graduates of the Programme have an opportunity to continue studying as postgraduates. Since 2014 the University has offered higher education programmes of training research and pedagogical cadres in 25 specialties and also programmes of postgraduate education in 92 specialties.

Applicants for postgraduate education are interviewed by an academic advisor. The protocol of the interview, along with the documents, is handed to the office of postgraduate and doctoral training. The applicants, who successfully pass the interview, take three entrance examinations in Philosophy, a Foreign Language and a Special Discipline.

2.2 Design of educational programmes

Structure and content of the programme are presented in Table 2.

Table 2 – Structure and content of the Programme

University and Institute	Peter the Great Saint-Petersburg Polytechnic University, Institute of Industrial Economics and Management
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Degree	Master of Management
Place of programme implementation	Peter the Great Saint-Petersburg Polytechnic University All the students can participate in the exchange partner programme and study in a foreign university in the second or third term. 1. University of Applied Sciences Upper Austria, Austria –Master’s degree programme “Global Sales and Marketing”. 2. Reutlingen University, Germany – Master’s degree programme “International Business Development”. 3. Leibniz University of Hannover, Germany – Master’s degree programme “European and Asian economic relations”, “International management” etc.
Field of study	Management
Duration of study	2 years (4 semesters)
Number of credits	120 credits
Programme components in accordance with the Federal State Educational Standard	1. Basic part, basic disciplines – 18 credits 2. Variable part, mandatory disciplines– 22,5 credits 3. Variable part, elective disciplines – 27,5 credits 4. Research work and organizational internship – 20,5 credits 5. Master’s research practice – 22,5 credits 6. Final state assessment– 9 credits
Training modules	1st Semester: 1. Advanced management – 12 credits 2. International Management and Business Communications – 18 credits 2nd Semester: 3. International Business – 19 credits 4. International Finance and Economics – 11 credits 3rd and 4th Semesters: 5. International Industrial Business –13,5 credits 6. International Operations Management – 15 credits 7. Pre-graduation experience and Master’s thesis – 31,5 credits
Type and format	Full-time attendance, 2 years. Russian teachers of the Institute of Industrial Economics and Management give weekly classes on weekdays and Saturdays. Foreign teachers conduct classes in the form of intensive unit-type lessons.
Learning objectives and outcomes	The programme "International Business Development" provides knowledge in international management and business development management, skills in management actions implementation in developing export, production and logistics and international marketing activities of a company, mainly in B2B markets. Innovative forms of active learning are applied: team projects, master-classes conducted by representatives of companies, educational visits to enterprises, business cases, and computer business simulation.

The Programme is designed for 2 years of study and divided into 4 semesters. Students are obliged to get not less than 60 ECTS each year. The first and the third semesters start on September 1st and close at the end of January. The second and the fourth semesters start in the middle of February and close at the end of June. In December-January and May-June students take tests and examinations. Winter vacation is in the first week of February, summer vacation is in July-August.

2.3 Modularization and workload

The structure of the study programme regarding time and content is presented in the table below.

Table 3 – The structure of the programme regarding time and content

	Training modules	Type of course	Academic hours	Contact hours (prac.)	Credits
1 st semester					
M1. Advanced management					

1.1	Modern strategic analysis	Basic part	180	72 (54)	5
1.2	Research methods in management	Basic disciplines	72	36 (18)	2
1.3	Entrepreneurship	Variable part Mandatory disciplines	180	54 (36)	5
M2. International management and business communications					
2.1	International human resource management/ Intercultural management	Variable part Elective disciplines	144	54 (36)	4
2.2	International business law / Management of investments		180	36 (36)	5
2.3	Business foreign language/ The Russian language for international students		72	36 (36)	2
2.4	Master's research work in the 1 st semester				7
2 nd Semester					
M3. International Business					
3.1	International marketing management	Variable part	180	54 (36)	5
3.2	International market research	Mandatory disciplines	180	36 (36)	5
3.3	Organizational theory and organizational behavior	Basic part Basic discipline	108	54 (36)	3
3.4	Business foreign language/ The Russian language for international students	Variable part Elective disciplines	63	18 (18)	1.5
3.5	Organizational and managerial internship (including computer business simulation)				4.5 (1.5)
M4. International finance and economics					
4.1	Managerial economics	Basic part Basic discipline	108	54 (36)	3
4.2	International financial reporting standards and taxation / International controlling	Variable part Elective disciplines	180	72 (54)	5
4.3	Master's research work in the 2 nd semester				3
3 rd and 4 th Semesters					
M5. International industrial business					
5.1	B2B marketing	Variable part Mandatory discipline	99	54 (36)	2.5
5.2	International standards of production management / International trade	Variable part Elective disciplines	180	54 (36)	5
5.3	Master's research work in the 3 rd semester				6
M6. International operations management					
6.1	Export and international sales management	Variable part Mandatory discipline	180	54 (36)	5
6.2	Corporate finance	Basic part Basic discipline	180	54 (36)	5
6.3	International purchasing and supply chain management / Sales management	Variable part Elective disciplines	180	54 (36)	5
M7. Interdisciplinary work and Master's thesis					
7.1	Master's research practice				22,5
7.2	Final state attestation				9
TOTAL					120

The scope of the educational programme is defined as academic work load of a Programme's student, which includes all types of academic activity provided by the curriculum for achievement of expected learning outcomes.

A credit is a unified unit of measuring the students 'work load, when talking about the extent of the study programme and its elements. The extent of the study programme (its element) is stated in the whole number of credits.

Value of 1 credit in hours of the student work load is equivalent to 36 academic hours (1 academic hour is 45 minutes) or 27 clock hours.

The normative study period of the Programme is 2 years. The Peer Group is of the opinion that students are able to master all the disciplines and practicums in this period; this may be proved by learning outcomes of the previous periods. Interviews with the teaching staff showed that in 2014 and 2015 only 5% of students failed in completing the Programme in time and were expelled because of academic failure.

2.4 Academic context

The academic context of the Master's Programme includes various educational forms, which support and complement each other: lectures, practical and interactive classes, research work and research practice, and independent work. The chosen study forms provide students with theoretical knowledge, practical and research skills.

Practical classes involve innovational forms of active teaching: investigation of cases, business games, team project work, master-classes by representatives of international companies, study visits to enterprises. Presentations and other materials are available at the Programme's web-site. Some disciplines are provided with technical educational equipment, for example, the portal of remote learning Moodle.

The Peer Group mentions the fact that the educational process is conducted in English, the Programme is provided with modern technical equipment, for example, business-simulators are used for evaluating the level of knowledge and competencies in the Programme's disciplines.

During the meetings with the teaching staff the Peer Group made sure that all the teachers, who are involved in the educational process, have a good command of a foreign language and have vast experience of working in foreign HEIs, which is proved by high academic mobility of students and teachers of the Programme.

Requirements for graduation work are presented in the Provisions for control over academic progress and final state attestation of students and Provisions for Master's programmes. The Programme's students work out and defend graduation theses in English. The themes for graduation works are determined by advisors (from guest and home Universities) and students together during the first three semesters.

2.5 Conclusion

The Programme is conceptually thought over and is successfully implemented. The Programme's concept provides possibilities for successful reaching certain qualification goals, as well as the general goal. The education content on the whole is fit for purpose and enables graduates to

work in HEIs and research centres. Different educational forms promote harmonious development of personal qualities of students – ability to work in teams, presentational and organizational skills, analytical thinking and others.

The curriculum and the syllabus of the Programme are reviewed and updated every year, which includes the improvement of foreign and Russian language study.

2.6 Recommendations of the Peer Group:

1. In order to enhance informing school leavers and popularize the Programme the Peer Group recommends using mass media and Internet resources, specifically the University's web-site.
2. In order to satisfy students' needs in the informational openness of the Programme the Peer Group recommends to make modules of the curriculum more compact, structured and available to students.
3. In order to improve the quality of training the Peer Group recommends enhancing transparency and improve quality of planning the expected learning outcomes during the semester in the HEI and abroad (for in-coming and out-going students; for host and home Universities).
4. It is necessary to develop variability of learning paths, that is, to provide an opportunity for students to chose disciplines from the Programme's list within the determined vector of the University's study programmes.
5. It is recommended to develop mechanisms for active involvement of students in fundamental and applied research conducted by the Programme's teachers, and subsequent presentation of the results (publication of articles listed in Russian Science Citation Index, Scopus).

3 Implementation

3.1 Resources

3.1.1 Material resources and classroom facilities

Considering the number of students of the Programme, material infrastructure is sufficient. SPbPU has in place all necessary technical conditions for high quality implementation of the educational process, which includes academic and support facilities, dormitories, gyms, the University's administration quarters, a students' club, the Fundamental library, a reading hall, White (assembly) hall (600 seats), a Conference hall, resource centres, a Museum, an exhibition hall and other auxiliary facilities. The facilities are supplied with all necessary technical equipment, which provides means for implementing the academic process at a high level and creating high-quality social conditions for students, teachers and employees of the University.

The Peer Group finds it necessary to note, that for the implementation of the Programme contemporary material and classroom facilities are used. The classroom facilities include: the lecture hall of international programmes of the Department of Entrepreneurship and Commerce of the Institute of Engineering and Economics, the lecture hall of international programmes of the Institute of International Educational Programmes, computer classrooms of the Resource Centre. The computer classrooms are equipped with all the necessary software. The University purchases licenses from a software company – the developer of the business role-playing games and uses all the facilities of the Resource center.

The resources of the Central Catalogue of Russian Libraries' periodicals (6000 journals), the analytic reference database of journal articles of Russian periodicals MARS (<http://mars.arbicon.ru/>) and EDD (Electronic Document Delivery) project (<http://arbicon.ru/projects/EDD/>) are available for the Programme's students. Searching and delivery of the articles takes from 3 hours to 3 days, orders are paid for by the University. Students also have access to on-line bibliographical and full text databases, on-line electronic library systems; this includes on-line access to the University's local network, which has access to over 60 various electronic informational resources. Journals and books of publishing houses Elsevier, Springer, Nature, Science, American Physical Society, Optics Society of America, Royal Chemical Society; access to ten archives of research articles of western publishing houses on archive.neicon.ru platform, reference journals of the Russian Institute of Research and Technical Information, non-profit databases: Scopus, SciVal, Web of Science, InCites, RSCI; electronic library system iBooks, EPOS, SpbPU electronic library, «Technormativ» database, «Norma CS»; legal databases: «KODEKS», «Consultant+», «Legislation of the Russian Federation», «Garant» and other.

During the meetings with students the Peer Group noted that students have an opportunity to use facilities of the Technology Park "Politechnichesky".

3.1.2 Human Resources

The Peer Group found the number of the teaching staff sufficient for implementing the Programme. The Institute is the leading structure of the University in the area of educational quality improvement. The Master's Programme is implemented at the Department of Entrepreneurship and Commerce under the guidance of the Candidate of Economical Sciences, assistant professor Garanin Dmitry Anatolyevich. Programme Director – Dubolazov Viktor Andreevich, Doctor of Economics, professor, Honored Worker of Higher School of the Russian Federation, professor of the Department of Entrepreneurship and Commerce.

The total number of teachers of the Programme is 21, this includes 3 Doctors of Sciences and 9 Candidates of Sciences. The teachers participate in developing the contents of educational process. Managerial, technical, auxiliary academic staff and other personnel of the Institute include over 30 staffing positions.

Information on the leading teachers of the Master's Programme:

1. Candidate of Economic Sciences, member of APICS (American Production and Inventory Control Society), holder of CPIM certificate (Certified in Production and Inventory Management), Head of specialty "Production Planning and Control" of ABC Consulting company
2. Visiting Professor of SPbPU and Aalto University (Helsinki, Finland), teacher of University of Amsterdam (Netherlands, 170 QS), H-index 15.
3. Doctor of Economics, professor, Honored Worker of Higher Education of the Russian Federation.
4. Doctor of Economics, professor, visiting Professor of the University of Economy (Bydgoszcz, Poland), member of research editorial board of the journals "European analysis" and "The European Union - socio-economic studies on the future of the Community", teacher of international educational programmes in international business management, economics and strategic analysis. Member of Dissertation Council for awarding scientific degree of Doctor of Economics of SPbPU, full member of International Academy of Science and Organization of Manufacture Practice.
5. Candidate of Economic Science, assistant professor, business consultant in organizational management and personnel management.
6. Candidate of Economic Science, assistant professor, author of 59 publications, which include 8 methodological and 51 research works, author of popular monographs in marketing communications, participant of the programmes Erasmus Mundus, IMIM International Master in Industrial Management.
7. Visiting Professor, PhD of the University of Konstanz (Germany), Professor of ESB Business school, administrator of post-graduate programme "International Business" of Reutlingen University (Germany), Professor in the area of international personnel management, member of qualifying panel of DAAD for Russian students' scholarships.
8. Candidate of Economic Science, assistant professor, certified 1C specialist – 1C: Professional system, certified analyst of «Deductor» platform, certified teacher of the Institute of Professional Accountants of the Russian Federation, laureate of the Ovsievich scholarship, awarded St. Petersburg Government Prize in the area of research and academic activity, laureate of the Fedorenko International Research Foundation of Economic Research prize.

9. PhD, visiting Professor of innovational management and theory of organizational behavior of Lappeenranta University of Technologies (Finland), Director of the School of Innovations (Lahti, Finland), H-index - 4 (Scopus). PhD of the University of Vaasa (Finland).
10. PhD, Candidate of Physical and Mathematical Sciences, employee of the Institute of Advanced Production Technologies, SpbPU, director of business-incubator "Ingria", ex-director for commercialization of Skolkovo Technology Park.
11. Candidate of Economic Science, assistant professor, permanent consultant and analyst of various projects and research agencies, author of more than 20 publications and teaching aids, carries on business of implementing software complexes (STATISTICA, Statgraphics, Galileo, SuperNova) of the Institute's courses.
12. Doctor of Economy, professor, author of numerous publications in international journals and conferences, H-index - 4, heads joint international post-graduate programmes of SpbPU.
13. PhD, visiting Professor, PhD in management of business of Portland State University (USA), Professor of export and import management in industrial business, specialist in computer business-simulations of ESB Business school of Reutlingen University (Germany), coordinator of double diploma programme with SpbPU, participant of research projects (Leonardo da Vinci project № FI-04-B-F-PP-160532 on methodology of case-based training).
14. Senior teacher, deputy director of the Institute for international activity, director of the Russian-German centre of innovations and entrepreneurship "Politech Strascheg", member of the board of directors of Russian Association for Teaching Entrepreneurship, winner of Best Paper Award for publication at the conference in Upper Austria, author of 10 publication in the area of value approach in industrial marketing.

The Programme enrolls world famous professors in the field of management: Professor of management of chains of custody (ETH Zurich, 12th place QS); Professor, vice-president of the University of Aalto (Helsinki, 187th place QS), Professor of international business; professor of entrepreneurship, Technical University Berlin (170th place QS).

3.2 Organization and Decision-making processes

3.2.1 Organization

The organization of the academic process is the responsibility of the Institute's management. The coordinator and academic advisor of the Programme are assigned by the University's order.

Decisions on creating and improving study programmes are taken at the University level, the Academic Council and the Rector's office.

Participation of students in taking decisions

Students elect monitors, who are in charge of monthly attestation of students and interaction with teachers. Students' opinion is considered in the process of the Programme development. Besides, after graduation, the University conducts a survey of students' opinion, which effects corrections and changes of the Programme.

3.2.2 Cooperation

The Department developed agreements on the double degree postgraduate programme "Management" with European Universities:

- Reutlingen University, Germany – specialty "International Marketing Management";
- University of Applied Sciences of Upper Austria – specialty "International Business Development";
- Technical University Berlin (Germany) – specialty "Innovative Entrepreneurship".

At the meeting with the Programme management, the Institute announced the official signing of the agreement of the double degree programme with the Technical University of Berlin in December 2015.

The Programme's graduates have an opportunity to enter SPbPU's postgraduate programme. After graduation from the Programme they receive the Diploma of the Candidate of Economic Sciences of the Russian Federation standard. Postgraduates, who participate in the Programme, take part in joint research projects, thus acquiring new competencies. The Programme's graduates have an opportunity to be employed in partner companies in the course of developing the Master's thesis.

Since autumn of 2015 Department of Entrepreneurship and Commerce has participated in the project Erasmus+ on developing the Master's programme on Green Logistics, which consists of international consortium of Universities ("Development and Implementation of the Master Programme - "Green Logistics Management": Advancing Trans-Eurasian Accessibility through Sustainable Logistics Management and ICT Competence") and is implemented with the participation of the Department of Entrepreneurship and Commerce.

3.3 Assessment system

3.3.1 Selection of the assessment forms and their relevance for reaching the intended learning outcomes in each module

Each training course has a list of individual and team assignments. These assignments constitute a compulsory element of the study course and are used as a form of flow control of knowledge

and skills. Results of performing the tasks are considered at the final assessment in the corresponding study course.

3.3.2 Diversity of assessment forms

Students' knowledge and skills are graded by "excellent", "good", "satisfactory" and "unsatisfactory" marks. The attestation form (examination, test) is determined by the curriculum. Certain disciplines, types of practice and course papers include tests with a mixed marking system ("excellent", "good", "satisfactory", "unsatisfactory").

Upon the Director's permission, students with good academic progress may take examinations and tests in disciplines, which are taught at the University and are not included in the curriculum of the specialty. A student makes a personal claim to include the results of such an attestation into the examination record, academic records book and an official academic transcript.

3.3.3 Correspondence to the module, focus on assessment of the knowledge and competences

Course examinations and tests are conducted for disciplines of the approved curriculum.

3.3.4 Frequency and organization of examinations and other assessment procedures

Academic year includes 2 semesters: autumn semester – from September to January, and spring semester – from February to July. Every semester ends with an examination period (January and June). Timetable of study process depends on the specialty, educational form and the year of study. Examinations are conducted within examination periods, which are provided in the study timetable and approved by the Vice-Rector for academic affairs. In case theoretical and practical courses end before the examination period, examinations and tests are conducted during the semester. At that, all necessary conditions for examinations and tests are provided. Accountancy for the mentioned disciplines is summarized at the end of an examination period together with all the other disciplines.

3.3.5 Provision of special rules and assessment requirements for evaluating knowledge and competencies of special needs students and students in difficult life situations

Within the overall period of studies, students with a permission to have an individual learning path and schedule may take examinations between examination periods under the terms established by the Director of the Institute.

Examination and pass/fail examination procedures are to ensure opportunities for real knowledge and skill assessment in accordance with the curriculum.

In certain cases (long-term illness, difficult family circumstances), a student is provided with an academic leave of absence, no longer than 1 year long.

3.3.6 Legal control of the exam and assessment procedures and the order of their approval

The control of academic progress is conducted in the form of [tests and examinations](#), which is stipulated by [Regulations for Course Examinations and Tests of SpbPU](#). The Regulations are developed in accordance with the Russian Federation Law "On Education", "Federal Law On Higher and Postgraduate Professional Education", Standard Regulations on Educational Institutions of Higher Professional Education (Higher Education Institutions) of the Russian Federation, State Educational Standards for Higher Professional Education of Specialties and training directions of Higher Professional Education, SPbPU Statute.

The St. Petersburg State Polytechnic University Course Exam and Academic Assessment Regulations determine the procedure of admitting students to course exams, having exams and academic assessments, as well as the procedure of eliminating academic backlog and expelling students for academic failure.

3.3.7 Responsibility of students for violating examination and assessment procedures

Unreasonable missing of examination is considered as a used attempt to take the examination and is equal to the "unsatisfactory" mark. Temporary inability confirmed with a certificate of a medical institution is recognized as a good reason. The certificate is to be issued by student clinic No. 76 and handed by the student to the dean's office.

Cheating at an examination (use of reference literature or reference notes, learning materials, computers, electronic notepads without the teacher's authorization, as well as the use of means of communication) brings about removal of the student from the exam (academic assessment) and the "unsatisfactory" ("failed") mark is given.

3.3.8 Procedure of expulsion for academic failure

The Institutes Director recommend to expel students, who: failed examinations and tests in three or more disciplines; did not make up for missed academic assignments within the period, which is specified by the Rector's order; failed to successfully complete the programme of traineeship and obtained the unsatisfactory mark when presenting the traineeship report; received unsatisfactory mark for retaking examination; missed over 50% of classes without a reasonable excuse; failed to pass intermediate attestation in three or more disciplines.

Students are expelled for academic failure by the Director of the Institute after the issue is reviewed by a special committee on the expulsion of students.

The Academic Department is charged with the supervision over examination procedures in accordance with the present Regulations. General control over following the procedures of the Regulations is the responsibility of the Vice-Rector for academic affairs. Results of examination periods and proposals for improving the study process are brought up for discussion at the meetings of the Directorate and the academic council of the faculty.

3.4 Transparency and documentation

A complete package of documents, which regulate the assessment of knowledge and competencies of school leavers and students (information on study programmes, admission regulations and requirements for entrance examinations, requirements for applicants, information on academic process, requirements for evaluation of knowledge and competencies of students, special regulations and requirements for evaluation of knowledge and competencies, rules of qualification recognition), is developed and approved by the University. Information on the Study Programme, admission rules and requirements for entrance examinations, requirements for applicants, information on study process, requirements for evaluation of knowledge and competencies of students are published and available for students. Rules of recognition of qualifications, which are acquired in foreign HEIs, are determined by the legislation of the Russian Federation.

3.4.1 Availability of certified assessment tools

An assessment toolkit for certification includes:

- the list of competencies, which are expected to be acquired by students in the process of mastering the Study Programme;
- description of indicators and criteria for evaluation of competencies, and grading scale;
- standard control tasks and other materials, which are necessary for evaluating learning outcomes;
- methodological materials and guidelines, which explain the procedures of evaluating learning outcomes.

3.4.2 Participation in independent assessment procedures of learning outcomes of the study programme (Federal Internet Exam in Higher Education, Federal Internet Bachelor Exam, etc.)

In 2015 the University took part in the innovational project «Federal Internet Examination in Higher Professional Education (FEPE)». SPbPU provided an opportunity of undergoing FEPE procedures for all interested graduates of Bachelor' programmes.

The FEPE project is oriented to implementing external review of students' learning outcomes in the framework of the Federal State Education Standards (FSES) requirements and allows evaluating academic progress at different stages of training in accordance with new requirements, which are determined by the Federal State Education Standards (214 disciplines).

3.4.3 Access to the relevant documents of the study programme

Copies of all the major documents of the Programme, for example, working programmes of the disciplines and the Handbook are available for teachers and students on the website of the department.

3.4.4 Certifying documents

The students of the Programme obtain the European Diploma Supplement in addition to the state Diploma.

3.4.5 Availability of the support system and regular consultations

The programme has an assistant who is responsible for daily information support. There is also a tutor, who helps students to overcome the culture shock and to adapt in the new environment, represents academic interests of the students, conducts group and individual consultations and prepares information materials published on the website and the announcement board of the programme. The programme coordinator has open office hours for receiving students of international programmes according to the schedule. This information is available on the website and on the announcement board.

At the beginning of the academic year coordination and information meetings are organized for the whole group, where all the tasks the students are to perform are reviewed, all the disciplines they will be taught and the companies they will be paying visits to are described. In the course of the meeting, the coordinator answers all the questions. In addition, there is an information centre in the IIEP, where students can get the answers to all their questions.

It should be noted that support for international students is provided from the beginning of their stay in Russia. One of the representatives of the programme meets each arriving student at the airport and delivers him/her to the dormitory at the expense of the programme. During the trip, the student is familiarized with the general procedure and background information.

3.5 Gender equality and equal opportunities

The number of male and female applicants finally became equal in 2014. Among the students of the English language programme there are 30 male and 32 female students. Students are given equal rights regardless of their gender.

Gender equality and equal opportunities are provided for students who are in difficult life situations, in particular, students with children, foreign students, students with health problems, students from among migrants and / or students from the so-called uneducated strata of population.

3.5.1 Benefits and scholarships

Students, who find themselves in difficult life situations, are eligible for benefits. This category of students includes orphans, special needs students, student families and single parents. One of the assumed measures is an individual study plan, which, as a rule, provides opportunity to extend the study period.

Social assistance for students involves consultations and information delivery. Financial assistance involves payment of social scholarships. Students who need state social assistance are eligible for State social scholarships; such assistance doesn't depend on academic progress. The amount of the state social scholarship is 1.5 time higher than the ordinary scholarship and amounts to 3300 rubles (1500 rubles for college students). The right to receive the state social scholarship is granted to students, who submitted a certificate issued by the agency for social defense. Students, who are granted social scholarship, have the right to apply for getting state academic scholarship on a common basis.

Married students are eligible for a family room in the dormitory.

Students may go with their questions, concerning social assistance, to the deputy director for academic affairs. She informs students on social bodies, which are in charge of social assistance. In case of problems, which affect academic progress, students are welcome to consult with the Programme's coordinator.

SPbPU offers students of English international Master's programme a unique opportunity to receive scholarships of a number of programmes.

Table 4

Programme	Dates of application
Programmes of training abroad during a semester (or two semesters)	Not later than October 10th for the coming spring semester, not later than April 10th for the coming autumn semester
Programmes of training abroad in summer and winter schools	Not later than October 10th – winter schools Not later than April 10th – summer schools
Short-term training, conferences	В течение года
Summer polytechnical school	Not later than May 15th, 2016 – June and July modules
	Not later than July 15th, 2016 – August and September

Scholarships may completely or partially cover: training fee; organization/registration payments; transfer expenses; living expenses; medical insurance; visa expenses.

The amount, which is approved by the Panel, is paid to the student after his/her return from the foreign HEI. Funding can be obtained from the budget of the Ministry of Education of the Russian Federation, the University's budget, 5-100-2020 project, Erasmus+ and other foundations and programmes.

Students have an opportunity to purchase travel passes at reduced price. Allocation of scholarships is conducted in accordance with article 36 of the Federal Law of 29.12.2012 No.273-ФЗ "On Education in the Russian Federation", the order of the Ministry of Education and Science of the Russian Federation of 28.08.2013 No.1000 and "Regulations for Scholarship Provision and Other Means of Financial Support of Students and Postgraduates".

The amount of state scholarships is determined according to the decision of the University's Academic Council (the University orders of 30.09.2015 No. 1079 and 27.10.15 No. 1177). Students of full-time, state-funded form of study have the right to receive scholarships. The amount of basic academic scholarship, since September 1st, 2015, is 2200 rubles. Such scholarship is granted according to the results of examinations to students, who have good and excellent marks. Students, who have only excellent marks, are awarded enhanced scholarships of 4400 rubles.

Students, who study higher educational programmes and have special achievements in academic, research, public, cultural or sports activity, are awarded additional enhanced scholarships, which are paid in addition to other types of scholarships.

3.5.2 State-funded places

All the Institute's programmes in management have about 70 state-funded places annually (about 3-4 state-funded places for each programme. The English Master's Programme trains 3-4 state-funded students. Due to high academic performance Russian students of the Programme have the opportunity to receive additional scholarships from the funds of the Federal Programme of University Competitiveness 5-100-2020, for the purpose of international academic mobility.

Due to high academic performance international students of the Programme also have the opportunity to receive additional scholarships from the funds of the Federal Programme of University Competitiveness 5-100-2020 for studying in SPbPU. Scholarships are granted according to the average grade and other indicators. Annually the Programme trains about 3 international students, whose education is supported by the Russian state financial assistance. Admission of foreign citizens to the Programme's state-funded places is conducted on a competitive basis:

1. Within the quota, which is determined by the Russian Federation Government.
2. In accordance with the Agreement on providing equal rights to citizens of states – participants of the Agreement on enhancing integration in economic and humanitarian areas

3. In accordance with the certificate of the participant of the State programme of assistance to voluntary resettlement of compatriots living abroad to the Russian Federation.
4. In accordance with the Federal Law of 24.05.1999 No. 99-ΦЗ on the state policy of the Russian Federation concerning compatriots.

3.6 Conclusion

According to the conducted research (based on the presented documents and meetings with teachers, employers, the Programme's graduates and students), the Peer Group arrived at the conclusion that the majority of the teachers have the experience of living and teaching abroad. Besides, the analysis of the Master's theses of the Programme's graduates shows that they comply with the Russian (in the employers' opinion) and international (according to the experts' opinion) requirements.

Meetings with the Programme's management, teachers and students show that methodological materials are available to the full extent. The methodological materials were available to the Peer Group during the site visit.

Material and technical facilities: lecture halls, multimedia equipment necessary for implementing the Programme, which were shown to the Peer Group, comply with the norms, standards and requirements.

The Peer Group finds it necessary to note the importance of cooperation with partner HEIs and employer companies. The meetings with employers showed the existence of close cooperation, which is manifested in the employers' interest in the programme and its graduates. Besides, during the meeting the employers displayed readiness to finance students' internship and training abroad.

In view of the foregoing, the Peer Group notes that the study programme „International Business Development“ is conceptually thought over and has high potential for implementation.

3.7 Recommendations of the Peer Group:

1. It is recommended to develop more transparent selection criteria for the Programme's Russian and foreign teachers.
2. It is necessary to improve the process of further training for teachers, for example – work out a plan or a programme of further education and training (the process of further training is in operation, but it lacks consistency).
3. It is necessary to enhance and speed up the process of acquiring scientific degrees by the teaching staff.

4. It is recommended to provide the implementation of declared conditions for inclusive training.
5. It is recommended to extend the library's working hours, in order to improve the efficiency of students' work with the library stock.
6. It is necessary to ensure information transparency of the requirements for entrance examinations to the Programme.

4 Quality Management

One of the aspects of an effective quality management system of a study programme is the implemented principle of continuous enhancement. The results of quality monitoring of the programme reveal weaknesses and allow developing measures for overcoming possible problem situations and preventing students from negative learning experience. The outcomes of the internal quality evaluation are taken into account in the processes of developing curricula and selecting personnel. Thus, based on the review of the Study Programme in 2015 some changes to the curriculum have been made: the number of contact hours in the foreign language has been increased; a separate computer business practice has been introduced, etc.

The Peer Group points out that at the Program "International Business Development" regular quality audits are conducted based on different mechanisms: survey of students (written questionnaire survey of students) at the end of the semester to assess achievement of the objectives of the disciplines and assess the quality of teaching; regular survey of students (written questionnaire survey of students) to assess the quality of the coordination process of the program; face-to-face interviews with the graduates 3-6 months after graduation periodic visits to the classes taught by the teachers of the program by its academic advisor; regular participation of business representatives in the meetings of the attestation commissions devoted to the defenses of Master's theses.

4.1 Organization and quality assurance mechanisms

Informational systems, which are targeted at academic process support, are used in the study programme management. Creating the information and communication environment of the University, which guarantees transparent provision of calculative, communication and information services in compliance with the defined criteria of their quality – is the main goal. In order to achieve the goals of the Programme it is required to improve IT-resources availability through their accessibility on mobile devices; to enhance computation capacity of supercomputer systems; to develop an automated information management system on the basis of the general software platform. A new interface was developed on the basis of the designed structural scheme. Using

the flexible modular network made the web-site available on wide specter of gadgets: from mobile phones to wide screen displays, preserving the provided capability set without changes.

At the end of 2014 the University decided to launch the module “Accounting of Students’ Academic Performance”. The module was used to form academic sheets for study plans of winter examination period for full-time students. In 2015 the University continued working on implementation of information system “Galaktika ERP for University” on the basis of platform “Galaktika ERP” and “Galaktika Class Schedule” on the basis of platform “Galaktika Xafary”. Several modules work in pilot-operation mode: students’ contingent management; study process; accounting of academic performance. It became possible to obtain information on students’ academic performance from the system of automation of the study process. The module “Study Plans and Workload” on the platform “Galaktika Xafary” was tested; the University negotiate with the developer on implementing the module on the basis of new platform. “Galaktika Class Schedule” solution is now functioning. Timetables for full-time students’ classes are downloaded to the system and available at [SpbPU’s official web-site](#).

Self evaluation of the Programme is conducted through monitoring the Programme, which covers all the basic aspects of the Programme’s implementation and is conducted with the purpose of improving and assuring training quality. Project review groups are formed for the purpose of the Programme’s monitoring.

The monitoring results affect the activity on the Programme’s revising. Procedures of the Programme’s revising comply with the standards of quality management “Renewal of Basic Study Programmes (revision, amendment, review)”.

In order to control the academic progress quality the University uses all types of internet-testing, which are provided by the Research Institute of Educational Quality Monitoring. The results of internet-testing, which was conducted in 2014-2015 academic year are available in “Quality Management in Polytechnic University”. Internet-testing with the use of the Quality Management System is considered to be the most important stage of educational quality monitoring and an element of improvement of efficiency and quality of higher education services. Decisions, which are connected with providing and developing quality, are taken on the basis of self monitoring and external reviews results. All activities are conducted in compliance with the approved plan of activities on preparing the Federal State Autonomous Educational Institution of higher Education “Peter the Great Saint – Petersburg Polytechnic University for developing, implementing and certifying quality management system in education for compliance with [ГОСТ ISO 9001-2011 \(ISO 9001:2008\)](#). LLC “Test-St.Petersburg” was selected as a certification body, which is a recognized leader in the north-western region and Russia. In December 2014, according to the audition plan the University conducted a certification audit; nonconformities were not discovered.

4.2 Follow up on the results of quality assurance procedures

Further improvement of management system is connected with the close attention of the Ministry of Education and Science of the Russian Federation to the issues of educational quality assurance, specifically, introducing compulsory external review of graduates' quality. The University designed a plan for involvement of SpbPU's institutes in developing quality management system with a perspective certification of the system. After the completion of the project the University intends to design a long-term programme on implementing the system of quality management in all SPbPU's Institutes.

During the period until 2020 the University plans to consolidate the elements of the system of quality management into a single system. By 2020 the complex system of quality management of the Federal State Autonomous Educational Institution of higher Education "Peter the Great Saint – Petersburg Polytechnic University will be developed and certified.

The certification of the system of quality management is now covering three spheres of the University's activity: delivery of educational services in programmes of higher education, which are carried out according to the University's license; delivery of educational services in programmes of further education; execution of fundamental and applied research in the area of natural and technical sciences, social and humanitarian sciences according to the University's profile. The certification audit of SPbPU's system of quality management was conducted by LLC "Test-St.Petersburg" in December 2014. The main conclusions of the audit are presented in the Act of audit of the system of quality management. Unconformities were not discovered.

4.3 The Peer Group recommendations:

1. It is recommended to define clear goals, which regulate activity in the analysis of survey/questionnaire results.
2. It is necessary to implement a mechanism of collecting and analysis of survey/questionnaire results, and provide their interrelation with the purpose of continuous improving the training quality.
3. More information about the teachers, potential and current employers, achievements of the programme and its students should be publicly available to all stakeholders.
4. It is recommended to carry out more active and systematic work in marketing advancement of the Programme among potential teachers with the use of various marketing tools.
5. The Peer Group suggests using whole numbers when allocating credits in order to facilitate effective academic mobility of students.

6. It is recommended to document the results of the internal system of quality assurance (results of surveys, analysis of students' academic load, academic performance and graduates' employability), which will be used for continuous improvement of the Programme.

5 Conclusion

On the grounds of meetings with representatives of various groups, HEI's, Institute's and Department's management, students; and according to the Self Evaluation Report, the Peer Group confirms that the University has good conditions for implementing the Programme. Goals, extent, variety of contents, training quality, system of quality management are estimated as good. The Peer Group evaluates the general concept of the Programme as well-designed and ready for implementation. It follows from the detailed and substantial structure of the Programme.

The Peers also noted that available resources are used rationally. The analysis of web-pages of the Study Programme showed that module annotations and examinational requirements are in compliance with the curriculum.

The visit to the University's central library showed that a great number of important international journals on management are available on-line. Yet, student surveys discovered that the majority of students are not familiar with these journals. Teachers need to prompt students to use foreign journals, particularly journals in English.

The processes of decision making are transparent and adequate. The training conditions are evaluated as good. The organization of the Study Programmes and students' supervision are estimated as excellent.

The Peer Group notes the high level of quality management. Though, the system of evaluation of training quality needs permanent improvement. For this purpose, students' surveys should be differentiated by levels - Bachelor's/Master's programme. Besides, the Peer Group recommends recording and transparently presenting measures, which are worked out on the basis of surveys. The Peers also consider it important to increase the participation of students in compiling and implementing students' surveys, analysing their results and performing feedback.

6 Recommendations for the Accreditation Commission of ACQUIN and the National Accreditation Board of NCPA:

The Peer Group recommends the following decision: **Accreditation without conditions.**

Annex 1

7 The scale of assessment parameters of the study programme

No	NCPA Standards	Assessment of the study programme			
		Full compliance	Substantial compliance	Partial compliance (needs improvement)	Non-compliance
1.	Policy (mission, vision) and procedures for quality assurance		+		
2.	Approval, monitoring and periodic review of study programmes	+			
3.	Assessment of student learning outcomes (competencies)	+			
4.	Quality assurance of teaching staff		+		
5.	Learning resources and student support	+			
6.	Information system providing effective implementation of the study programme	+			
7.	Public information		+		

8 The scale of assessment parameters

1. Full compliance. The Review Panel members consider the study programme (a cluster of programmes) under review fully compliant with the requirements with regard to a particular criterion (standard) The indicators are clearly determined and related to the mission, regularly reviewed and upgraded. The experience and practices can be recommended for dissemination.
2. Substantial compliance. The Panel members consider the study programme (a cluster of programmes) under review fully compliant with the requirements with regard to a particular criterion (standard). The indicators are determined clearly enough and correlate with the mission and users' requirements.
3. Partial compliance. The Panel members think that with regard to a particular criterion (standards) the compliance has been achieved, but the level of compliance is not high enough. The indicators are determined in a general way and documented, clearly related to the mission. The study programme (a cluster of programmes) has (have) closely approached the threshold level of compliance with the NCPA Standards.
4. Non-compliance. The Panel members consider that the study programme (a cluster of programmes) under review fails to comply with the NCPA accreditation requirements. Activities are carried out at a low or poor level of quality, there are a lot of deficits and problem areas, the indicators are not clearly determined. The deficits have a negative influence on the realization of the programme's mission. The Panel gives necessary recommendations for the correction of the revealed weaknesses.

IV Decisions of the Accreditation Commission of ACQUIN

On the basis of the report of the expert group, the statement of the HEI and the statement of the Standing Expert Committee, on March 31st, 2016, the Accreditation Commission of ACQUIN takes the following decision:

The double degree study programme „Management“ (Master) is accredited for the first time without any conditions.

The accreditation is valid until September 30th, 2021.

For the further development of the programme the following recommendations are given:

- In order to enhance the effectiveness and quality of managing the educational process it is recommended to conduct continuous monitoring of the Programme's goals, specifically, – define clear objectives related to the activities of the HEI's on the development strategy, analysis of students' and employers' surveys (with the objective of continuous improvement of training and analysis of students' employability) for further improvement of the Programme.
- In order to provide transparency of the Programme's goals for external (employers) and internal (students, teachers) users, it is recommended to clearly formulate and correlate them with practice-oriented competencies.
- In order to enhance informing school leavers and popularize the Programme the Peer Group recommends using mass media and Internet resources, specifically, the University's web-site.
- In order to improve the quality of training the Peer Group recommends enhancing transparency and improve the quality of planning the expected learning outcomes during the semester in the HEI and abroad (for in-coming and out-going students; for host and home Universities).
- It is recommended to develop mechanisms for active involvement of students in fundamental and applied research conducted by the Programme's teachers, and subsequent presenting the results (publication of articles listed in the Russian Science Citation Index, Scopus).
- It is recommended to develop more transparent selection criteria for the Programme's Russian and foreign teachers. To establish useful support mechanisms for staff development the process of acquiring scientific degrees by the teaching staff should be improved.

- It is necessary to improve the process of further training for teachers, for example – work out a plan or a programme of further education and training (the process of further training is in operation, but it lacks consistency).
- It is recommended to provide the implementation of declared conditions for inclusive education.
- It is recommended to extend the library's working hours, in order to improve the efficiency of students' work with the library stock.
- In order to enhance the quality management system it is recommended to define clear goals, which regulate the activity on the analysis of survey/questionnaire results. It is necessary to implement a mechanism for collecting and analysis of survey/questionnaire results, and provide their interrelation with the purpose of continuous improving the training quality. It is recommended to describe transparently the internal quality management mechanisms.
- More information about the teachers, potential and current employers, achievements of the programme and its students should be publicly available to all stakeholders.
- For attracting more teachers to the Programme it is advisable to carry out active and systematic work in marketing advancement of the Programme among potential teachers with the use of various marketing tools.
- The Peer Group suggests using whole numbers when allocating credits in the Programme's disciplines in order to facilitate effective academic mobility of students.