

Report of external evaluation for:

University for Bussiness Studies

HEAARS number: 01/1.3.40-2-6/18

Dates of visit: April 10,11 and 12, 2019.

Location: Banja Luka

External evaluation commission:

- Prof. Zdravko Todorovic, PhD, representative of the academic community in B&H, chairman,
- Prof. Branko Rakita, PhD, international expert, member,
- Prof. Bozo Vukoja, PhD, representative of commerce and practice, member and
- Lejla Hairlahovic, MS, student representative, member.

Coordinator: Ing. Tatjana Radaković, MA

Evaluation criteria: Standards and guidelines for insuring the quality in european higher education area – ESG (*Standards and Guidelines for Quality Assurance in European Higher Education Area - European Association for Quality Assurance in Higher Education, 2015*), Criteria for accreditation of higher education institutions in Republic of Srpska and B&H, Criteria for accreditation of study programs of first and second cycle of studies in Republic of Srpska and B&H, , Ordinance of accreditation of higher education institutions and study programs of Republic of Srpska.

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1.0 Application

1.1 Information about the accreditation process

The University of Business Studies (hereinafter: the University) has submitted an application for re-accreditation of the University and a review for the purpose of accreditation of 13 study programs on February 27, 2018 to the Higher Education Accreditation Agency of the Republika Srpska (hereinafter: the Agency), which is registered under the Agency Protocol number 01/1.3.40/18. The application was submitted within the deadline set by the previous University Accreditation Decision No. 49/13 from February 27, 2013. On April 26, 2018, by the Act 01/1.3.40-4/18, the Agency requested the Ministry of Education and Culture of the Republika Srpska, as the competent administrative body, to verify the legitimacy of the institution, and on 23 May, 2019 by act no. 01/1.131-1/18 from the Republic Administration for Inspection Affairs data regarding the inspection supervision of the University. The Ministry informed the Agency that for all study programs subject to review for the purpose of accreditation, decisions and licenses for the implementation of study programs were issued, and that no second-instance proceedings were conducted in the Ministry in which the University for Business Studies complained. By letter No. 24.012/9993-143-8/18 dated June 12, 2018, the Republic Administration for Inspection Affairs informed the Agency that all measures ordered by the inspector had been implemented.

On January 17, 2018 the Agency signed a contract with the University for the review of study programs for the purpose of accreditation, which the Agency will perform on the basis of:

- analysis of compliance of the documentation with legal requirements (legitimacy of the request), completeness of documentation in relation to the regulations of the Agency, report on the conducted audit with proposal of measures for improvement, in accordance with the applicable legal regulations of Republika Srpska and Bosnia and Herzegovina, as well as the rules of European associations in this field and
- review of study programs for the purpose of accreditation with the aim of determining compliance with the requirements of the Standards and Guidelines for Quality Assurance in the European Higher Education Area, BiH - RS criteria and assessment of the conformity of the structure and content of study programs with established exit profiles.

The contract for the services of reviewing study programs for the purpose of accreditation defines the following study programs as subject of review:

- Computer and Information Technologies (240 ECTS credits)
- Information Technology (60 ECTS credits)
- Graphic Design (240 ECTS credits)
- Design (60 ECTS credits)
- Ecology (240 ECTS credits)
- Ecology (60 ECTS credits)
- Tourism and Hotel management (240 ECTS credits)
- Tourism (60 ECTS credits)
- Hotel Management (60 ECTS credits)
- Legal Studies (240 ECTS credits)

- Law (60 ECTS credits)
- Finance, banking and insurance (2400 ECTS credits)
- Finance, Banking and Stock market management (60 ECTS credits)

The Contract defines the obligations of the University and the Agency as well as the confidentiality of all information provided during the review process.

The Agency conducted the procedure of selecting the members of the expert commission in accordance with the Rulebook on Accreditation of Higher Education Institutions and Study Programs, and in accordance with the Law on Higher Education of the Republika Srpska, Act No. 01/1.3.40-2-2/18 from June 5, 2018 submitted to the Agency for Development of Higher Education and Quality Assurance of BiH the request for the appointment of the Commission of domestic and international experts for quality assessment and audit and for the issuance of recommendations on accreditation (hereinafter: the Commission of Experts) as follows:

- Prof. Zdravko Todorovic, PhD, representative of the academic community in B&H, chairman,
- Prof. Branko Rakita, PhD, international expert, member,
- Prof. Bozo Vukoja, PhD, representative of commerce and practice, member and
- Lejla Hairlahovic, MS, student representative, member.

After several months of correspondence, and bearing in mind that the proposed composition of the Commission was not challenged with regard to the selection of experts from the List, preparations for the on site visit to the higher education institution started. In the meantime, the appointment of the Commission of experts by the Agency for Development of Higher Education and Quality Assurance of BiH was made by decision No. 05-33-1-99-55/19 of March 12, 2019.

The contract for accreditation services of a higher education institution was concluded on January 23, 2018 between the Agency and the University where it is defined that the subject matter of the evaluation is the quality assurance system of the higher education institution and the study programs covered by the review process for the purpose of accreditation. The Contract defines the obligations of the University and the Agency as well as the confidentiality of all information provided during the accreditation process.

Upon receipt of the University Re-accreditation Application, the Agency, by Decision No. 01/1.5.40-2-4/18, appointed the Expert Advisor for Accreditation in Higher Education, eng. Tatjana Radakovic, MA, as the coordinator for the University's re-accreditation process and review of study programs.

1.2 Data on higher education institution

| Data on higher education institution | |
|---|---|
| Name, address and e-mail address of the institution | University for Bussiness Studies, Banja Luka, Jovana Ducica 37a ups@univerzitetps.com |
| Internet address | www.univerzitetps.com |
| Title, number and date of the founding act | Founding Decision, 01/2006. dated January 25, 2006 |
| Tax identification number (PIB) | JIB 4402390490009 |
| Registration number assigned by the Institute od Statistics of the Republic of Srpska | 11003818 |
| Name, surname and address (name and headquarters) of the founder | Radovan Klincov, Ranka Sipke 85, Banja Luka |
| Number and date of decision on appointment of the person authorized to represent | 071-0 Reg-07-001691 |
| Number and date of license for work of higher education institution | Decision of the Ministry of Education and Culture of the RS on fulfillment of the conditions for the commencement of the University of Business Studies, no. 06-01-232-2 / 06 dated January 30, 2006; Licenses for the implementation of study programs, no. 07.2-9626/07 dated December 28, 2007, No. 07.023/612-390/10 dated September 3, 2010, No. 07.023/ 602-6092/09 dated October 1, 2009, No. 07.023/612-390-1/10 dated September 3, 2010, no. No. 07.023 / 612 / 410-3 / 10 of 14 July 2011, No. 07.023/612-320/2/11 dated October 31, 2011, No. 07.023/612-431-2/11 dated December 30, 2011; Decision on approval for work of Scientific research institutions, no. 19-6-040/050-8/09 dated December 24, 2009. |
| Number and date of license to operate out of headquarters | No. 07.2-9627/07 dated 28.12. 2007, No. 07.023/612-390-3/10 dated September 3, 2010. |
| Visiting Organizational Units and Responsible Persons | 1. Faculty of Business and Financial Studies, prof. Zoran Babić, PhD 2. Faculty of Applied Economics, prof. Biljana Radjenovic Kozic, PhD 3. Faculty of Information Technology and Design, prof. Ilija Susic, PhD 4. Faculty of Ecology, prof. Obrenija Kalamanda 5. Faculty of Law, prof. Mile Matijevec, PhD 6. Faculty of Tourism and Hotel Management, prof. Marija Knezevic, PhD 7. Scientific Research Institute, prof. Zoran Babić, PhD |
| Contact person (for on site visit) | Prof. Radovan Klincov, PhD |
| Phone number | 00 387 51 248 335 |

1.3 Application information

In addition to the request for re-accreditation, the University submitted a completed application form, which follows the structure of standards and criteria in relation to which the accreditation is performed, the self-evaluation report of the University, and other supporting documents that are linked to the application form by hyperlinks (Statute, Decisions and Permits for work, Strategy, Rulebook on Quality Assurance at the University, Plan for Removal of Comments from the Accreditation Commission for the Period 2013-2017, Standard for Quality Assurance at the University and Faculties, etc.). At the same time, on the form prescribed by the Agency, a special application was submitted for all applied study programs, following the relevant standards and criteria, as well as self-evaluation reports for all applied study programs and supporting documentation.

Study programs that the University has applied for accreditation that have previously undergone the review process:

| Study programs applied for external evaluation | | |
|--|--------------|--|
| The name of the study program: | Study level | Name(s) of the exit qualifications |
| Graphic Design | First cycle | Graduate Graphic Designer - 180 ECTS Graduate Graphic Designer - 240 ECTS |
| Design | Second cycle | Master of Design - 300 ECTS |
| Ecology | First cycle | Graduate ecologist - 180 ECTS Graduate ecologist - 240 ECTS |
| Ecology | Second cycle | Master of Ecology - 300 ECTS |
| Finance, banking and insurance | First cycle | Bachelor Degree in Finance, Banking and Insurance, selected study groups with a total of 240 ECTS |
| Finance, Banking and Stock market management | Second cycle | Master of economy |
| Legal Studies | First cycle | Bachelor of Law, Study program „Legal Studies“ - 240 ECTS |
| Law | Second cycle | Master of Law - 300 ECTS |
| Computer and Information Technologies | First cycle | Graduate engineer in Computer Science - 180 ECTS Graduate engineer in Computer Science - 240 ECTS |
| Information Technology | Second | Master in Computer science - 300 ECTS |

| | cycle | |
|------------------------------|--------------|---|
| Tourism and Hotel management | First cycle | Graduate Manager of Tourism - 180 ECTS Graduate Manager of Hotel Management - 180 ECTS Graduate Manager of Restaurant Management –180 ECTS Graduate Manager of Gastronomy - 180 ECTS credits Graduate Manager of Tourism - 240 ECTS Graduate Manager of Hotel Management - 240 ECTS Graduate Manager of Restaurant Management - 240 ECTS Graduate Manager of Gastronomy - 240 ECTS |
| Tourism | Second cycle | Master of Tourism - 300 ECTS |
| Hotel management | Second cycle | Master of Hotel management - 300 ECTS Master of Restaurant management - 300 ECTS Master of Gastronomy - 300 ECTS |

2.0 External evaluation

2.1 Previous activities

After reviewing the submitted study program documentation by the Agency, reviewing the List of national and international experts for quality assessment and audit and making recommendations on the accreditation of higher education institutions, ie their study programs, it was found that the List does not include experts from all scientific areas and fields belonging to the study programs submitted for review. The Agency has therefore taken steps to provide experts in all relevant scientific areas and fields and to establish a Review List (<http://hears.com/index.php/en/lis-rc-nz-n>) which is an open source list with for the purpose of continuous replenishment. When selecting the reviewers, care was taken to select internationally recognized national and international university teachers, scholars or artists who were selected to professions in the narrow scientific field of the study program in question in order to obtain the highest quality review reports. All reviewers recruited for study program reviews were regional experts. In two cases, the reviewer was replaced for objective reasons.

All reviewers have signed statements of non-existence of conflicts of interest, contracts that oblige them to act professionally and permanently store all information acquired during the review process. The reviewers received completed application forms for study programs, self-evaluation reports, numerous supporting documents, Standards and guidelines for quality assurance in the European Higher Education

Area, Criteria for accreditation of study programs of the first and second cycle of study in Republika Srpska and BiH, Rulebook on Accreditation of Higher Education institutions and study programs of the Republic of Srpska, the form of the instructions for the work of the reviewer, which also represented the checklist of the reviewers, as well as the form of the review report. Upon submission of the preliminary report, the Agency's expert collegium considered and accepted the reports in the first version or possibly requested an update of the report if all requirements of the criteria and standards were not met.

Study program reviewers' reports - University for Business Studies:

| No. | Study program | No. of the review report |
|-----|--|--------------------------|
| 1. | Graphic Design - 240 ECTS Design - ECTS | 01/1.3.40-1-2-2/18 |
| | | 01/1.5.40-1-3-2/18 |
| 2. | Ecology - 240 ECTS Ecology - 60 ECTS | 01/1.3.40-1-4-2/18 |
| | | 01/1.3.40-1-5-2/18 |
| 3. | Finance, banking and insurance - 240 ECTS Financial, Banking and Stock market Management - 60 ECTS | 01/1.3.40-1-9-2/18 |
| | | 01/1.3.40-1-11-2/18 |
| 4. | Legal Studies - 240 ECTS credits Law - 60 ECTS credits | 01/1.3.40-1-8-2/18 |
| | | 01/1.3.40-1-10-2/18 |
| 5. | Computer and Information Technologies- 240 ECTS Information Technology - 60 ECTS | 01/1.3.40-1-6-2/18 |
| | | 01/1.3.40-1-7-2/18 |
| 6. | Tourism and Hotel management - 240 ECTS Tourism - 60 ECTS Hotel Management - 60 ECTS | 01/1.3.40-1-12-2/18 |
| | | 01/1.3.40-1-13-2/18 |

After the completion of the activities with the reviews of the study programs for the purpose of accreditation, the preparations of the Commission of Experts began as follows:

- Prof. Zdravko Todorovic, PhD, representative of the academic community in B&H, chairman,
- Prof. Branko Rakita, PhD, international expert, member,
- Prof. Bozo Vukoja, PhD, representative of commerce and practice, member and
- Lejla Hairlahovic, MS, student representative, member;

The Commission received for consideration the University documentation, completed application form, self-evaluation report, numerous supporting documentation, previous accreditation report, follow-up report taken between the two accreditation cycles, study program reviews (including reports and checklists of reviewers), and plans for the improvement of study programs made on the basis of review reports.

The Commission also received Standards and Guidelines for Quality Assurance in the European Higher Education Area, Criteria for Accreditation of Higher Education Institutions in Republika Srpska and BiH, Criteria for Accreditation of Study Programs of the First and Second Cycle of Studies in Republika Srpska and BiH, Rulebook on Accreditation of Higher Education Institutions and Study programs of the Republika Srpska, checklist forms for a member of the panel of experts and a report form.

The Agency organized a meeting of the Commission of Experts on April 9, 2019 which was attended by the Coordinator and all members of the Committee of Experts. On that occasion, the Commission established the methodology of work and, among other things, agreed, respecting the acts of the Agency and all relevant regulations in Republika Srpska and BiH, that each member of the commission is obliged to fill in the form of an individual checklist on the basis of the analyzed documentation of the higher education institution, which serves as a reminder to the member of the Commission with questions, observations, and requests for additional documents to visit the institution. At the same meeting, all details of the work were agreed, a common understanding of the requirements of the standards and criteria agreed. Previously, the Commission agreed on a Plan and Program of Visits to the institution of higher education which is Annex 2 of this report, and foresees a visit of three working days (including preparatory, working and training meetings of the Commission). Also, the Commission signed individual statements on the absence of conflict of interest.

Prior to the visit of the External Evaluation Commission, the management and representatives of the University services were informed of the details of the forthcoming visit, and were provided with a visit plan and program in due time, which they supplemented with the names of the participants at each individual meeting. The subject of external evaluation is higher education institution and study programs, through assessment of the performance of basic activity in relation to the degree of fulfillment of the Criteria for accreditation of higher education institution in Republika Srpska and BiH and relevant European standards and guidelines for quality assurance in higher education, and through the evaluation of study programs in relation to the Criteria for Accreditation of Study Programs in Republika Srpska and BiH, as specified in the University Accreditation Application.

During the meeting, the focus on individual issues was agreed, the specific impressions analyzed after reviewing the application of the higher education institution, the manner of conducting interviews, the harmonization of positions on the basis of individual checklists, as well as other issues of importance for the professional work of the Commission of Experts. Particular attention was paid to the review reports of the applied study programs and improvement reports for each study program.

2.2 Visit to a higher education institution

The visit to the Higher education institution was April 10, 11 and 12, 2019 and the University Visit Plan (hereinafter: Visit Plan) is available in the Agency's Archive, University for Business Studies file and has been coordinated with all members of the Commission of Experts and timely submitted to the higher education institution to prepare lists of interviewees of all relevant stakeholders. The plan of the visit foresees that during the first day the Commission of Experts will talk with the following interlocutors:

- the management of the Higher education institution and the quality team (three representatives: the rector, the chairman of the Steering Board and the chairman of the quality assurance committee),
- the quality team and the preparation team for the self-evaluation report of the University and study programs (six representatives),
- representatives of the student service, library, legal department of the University, accounting of the University (8 representatives),
- representatives of the University's Department for International Cooperation (three representatives),
- Management and representatives of the academic staff of the Faculty of Information Technology and Design (Dean, Secretary General, Head of Accounting, representatives of academic staff -6 representatives),
- students of all years of study of the first and second cycle of study programs of the Faculty of Information Technology and Design (9 representatives),
- Management and representatives of the academic staff of the Faculty of Ecology (Dean, Secretary General, Head of Accounting, representatives of academic staff -7 representatives),
- students of all years of study of the first and second cycle of study programs of the Faculty of Ecology (5 representatives)
- graduate/alumni representatives (3 representatives)
- representatives of industry and practice (7 representatives),

During the second day of visit with:

- Management and representatives of the academic staff of the Faculty for Business and Financial Studies (Dean, Secretary General, Head of Accounting, representatives of academic staff-6 representatives),
- students of all years of study of the first and second cycle of study programs of the Faculty for Business and Financial Studies (8 representatives)
- Tour of University resources.
- Presentation of work outside the headquarters (Department of the University in Bijeljina and Department of the University in East Sarajevo-4 interviewees)
- Management and representatives of the academic staff of the Faculty of Law (Dean, Secretary General, Head of Accounting, representatives of academic staff - 8 representatives),
- students of all years of study of the first and second cycle of study programs of the Faculty of Law (4 representatives)
- Management and representatives of the academic staff of the Faculty for Tourism and Hotel Management (Dean, Secretary General, Head of Accounting, representatives of academic staff - 6 representatives),
- students of all years of study of the first and second cycle of study programs of the Faculty for Tourism and Hotel Management (5 representatives).

During the third day of the visit, an internal meeting of the Commission was held at which an oral presentation of the Commission's preliminary findings and recommendations was prepared.

A list of participants at all interviews is available in the Agency's Archive as an integral part of the University Visit Plan.

After the meetings and discussions, the members of the Commission held internal meetings at the end of each working day, presenting individual observations and impressions from individual meetings, commenting on the information received and analyzing the work of the Commission. During the discussion, all members of the Commission agreed on the views that form a good basis for the preparation of the report, with all the detailed analyzes according to each individual criterion for higher education institutions and study programs. Specific recommendations are also made on these observations below in the report.

During the second day, as part of the resource visit, the Commission visited the resources of all the study programs reported. The tour included a tour of the teaching rooms, computer rooms, graphic design and design offices, law clinics, gastronomy laboratories, libraries and student services, university professional services, professors' offices, guest accommodation for visiting professors, interview with study representatives programs (deans, vice deans, professors, secretary, librarian), as well as with students who found themselves in classes at that time.

After visiting the institution's resources, the Commission concluded that it was a very good functional space organization and an enviable level of capacity. All details and legal evidence on compliance with the legal requirements for organizing and operating the university are presented in the documentation provided in the accreditation application. The end of the working part of the visit, talks, tours and analyzes, were dedicated to plans and agreement on how to present work outside the headquarters.

The work of the University outside the headquarters is organized in departments in East Sarajevo and Bijeljina. Classes are organized in the same way as at the headquarters. Departments were set up to bring the University closer to students. The teaching staff working at the headquarters generally hold classes in the departments, taking into consideration that there are more assistants in the departments.

During the third working day of the visit, on April 12, 2019, Commission members held an internal meeting at which they agreed on the content and guidelines of the preliminary report with an assessment of the situation and recommendations for promotion, which emphasized the communication of strengths and weaknesses, and basic recommendations for improvement by each criterion individually. Following the reconciliation of views, a joint closing meeting was held at which the Commission presented a preliminary external evaluation report to representatives of the University's management, deans and the quality and self-evaluation team. During the three-day visit, a record was kept, which is available in the Agency's Archive, University of Business Studies file.

3.0 Opinion on the outcome of the external evaluation

External evaluation was done by checking the level of fulfillment of requirements of ESG standards, Criteria for accreditation of higher education institutions and Criteria for accreditation of study programs of the first and second cycle of studies.

Criteria for assessing the level of fulfillment of requirements:

Level I - no evidence or partial, unreliable evidence of fulfillment of requirements (brand new or foreign to the organization),

Level II - request planned, only paper-based and / or partially implemented,

Level III - requirement planned, implemented and effects monitored,

Level IV - requirement planned, implemented, effects monitored, with / without the introduction of continuous adjustments and improvements based on comparisons with the best.

| | |
|-----|---|
| I | HEI does not fulfill the requirement |
| II | HEI partially fulfills the requirement |
| III | HEI mostly fulfills the requirement |
| IV | HEI fully complies with the requirement |

3.1 Quality assesment based on individual criteria

A.1 Quality assurance policy

Requirements of ESG standard 1.1 and RS / BiH criteria T.1.1, T.1.2, T.1.3, T.1.4, T.1.5, T.1.6

The good sides:

The University adopts the Strategy every five years. Last adopted on July 31, 2015 and that is Strategy 2016-2021. The strategy was adopted by the University Steering Board and other acts were adopted in addition to the strategy. There is a Statute of the University, but also the statutes of each individual faculty. The University's Quality Strategy and the Rulebook on Quality Assurance were adopted. All documents are publicly available on the University website. Students participated in the drafting of the Strategy through the Student Parliament, ie through representatives in decision-making bodies.

The University's strategy contains the stated strategic goals, mission and vision.

The two formal acts that underlie quality assurance are the University's Quality Strategy and the Rulebook on Quality Assurance. The responsible person for monitoring the internal quality system is the head of the University. In addition, a Quality Assurance Commission was formed as well as quality assurance teams. The functions listed are: Commission President and Quality Assurance Coordinator. Plans for the implementation of the quality assurance policy are drawn up for a period of one or more years. The method of functioning of the internal quality assurance system and the procedures are stated. The complete management structure is indicated, but under indicator 1.4. The documents also state:

Rulebook on quality assurance at the University,

Standards for quality assurance at the University,

Procedures for ensuring the quality of the educational process,

Procedure for quality assurance of required resources,

Procedure for quality assurance in the management process,

Self-evaluation report.

The process of planning and monitoring the accomplished plans and goals is regulated by the standard for quality assurance of the University management and the Procedure for quality assurance in the management process. A business plan is also adopted, and a report on the implementation of the business plan and goals of the University is adopted by the University Steering Board. The Quality Coordinator initiates corrective actions based on:

- Reports on the implementation of the University Development Plan;
- Results of conducted surveys of students, teachers, associates and employees of the University;
- Internal and external quality evaluation reports;
- Records from meetings at which self-evaluation and quality assessment are carried out.

The proposal for corrective action is proposed by the Quality Assurance Commission.

All procedures are explained. The governing structure of the University, as well as their scope of work and responsibility, are detailed.

The University's International Cooperation Strategy was drafted. A number of signed agreements, memorandums and protocols on international cooperation are outlined, which speaks in favor of the University's commitment to international cooperation. The Center for International Cooperation was established and an international cooperation team was appointed. The University detaches significant financial resources for these activities. Databases on scientific research work have been established, as well as a database of the Center for International Cooperation.

Weaknesses:

There is no information on the manner in which the documents at stake were adopted, that is, whether they were in a public debate. There is also a lack of an action plan for the Strategy adopted.

It is not clear from the application form how stakeholders have been involved in the consultation with a view to developing the documents. The Strategy stated that the Action Plan for the implementation of the Strategy was adopted, but it was not presented.

Improvement recommendation:

It is necessary to overcome the obvious gap between form and substance. It is better to have a smaller number of shorter and well-focused documents that are fully implemented in practice.

The adopted Strategy must be translated into an action plan of activities implemented with a precisely defined timeframe.

It is necessary to bridge the gap between promise and opportunity. Plans and promises should be aligned with realistic resources and capabilities. If the reverse approach is applied, it suffers in the medium to long term.

Quality should be derived from the requirements of all stakeholders, through their continuous monitoring and fulfillment.

We recommend introducing a system of international quality standards for the ISO 9000 series.

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|---------------------------|----------|-----------|------------|-----------|
| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

A.2 Program design and approval

Requirements of ESG standard 1.2 and RS / BiH criteria T.2.1, T.2.2

The good sides:

Acts defining the procedures for the process of development, proposal, acceptance, monitoring and implementation of study programs are the Statute, the Rulebook on study programs, Standards for the provision of study programs, as well as the Procedure for ensuring the quality of the educational process at the University of Business Studies Banja Luka. The procedures for proposing, accepting and adopting new ones, as well as amendments to existing study programs, directly or indirectly, involve all relevant actors: teachers, the labor market, students and potential students.

Statute, Rulebook on study programs, Standards for quality assurance of study programs, Procedure for quality assurance of educational process at the University, and Rulebook on approval of study programs regulate issues of adoption, monitoring and periodic review of study programs. The Rulebook on the Adoption of Study Programs also defines the procedure for the design, modification and approval of study programs, as well as their content at the University, as well as their submission to the licensing and accreditation procedure.

Weaknesses:

The Rulebook on adoption of study programs is provided in the application but is not available on the website. There is no information on the specific activities of wider public debate in the process of creating study programs.

There are no data on student workloads through the ECTS system.

Improvement recommendations:

Quality needs to be improved by better focusing, narrowing and simplifying the curriculum and organizational structure. It is necessary to abandon the current practice of broad-based engagements, covering everything with dysfunctional diversification. Narrowing and focusing instead of diversification raises quality.

It is necessary to opt for three good and established international study programs in each field of comparison, both in defining and in implementing and executing them. A comparison that makes sense from a quality standpoint is just a comparison with a better one.

It is necessary to take into account the workload of both students and teaching staff, in accordance with standards and international best practice.

We recommend the complete transition of the first cycle of study to 240 ECTS credits. So we are only in favor of one study program option on the first cycle. We think that the legal option to award the same titles for 180 and 240 points is completely wrong, and that every higher education institution can overcome it by its commitment to go to only one option of the first cycle of study programs.

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|---------------------------|----------|-----------|------------|-----------|
| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

A.3 Student-centered learning, teaching and assessment

Requirements of ESG standard 1.3 and RS / BiH criteria T.3.1, T.3.2, T.3.3

The good sides:

The acts that regulate student assessment are the Statute and the Rulebook on the procedure and manner of grading students studying under the Bologna program of the University, the Rulebook on the

conditions of enrollment, transcripts and recognition of exams from other higher education institutions, the Rulebook on defense of final work, the Rulebook on passing differential exams, the Rulebook on the process of equivalence of previously acquired qualification with a new qualification.

Students participate in the process of quality assurance, according to the valid acts of the University. Students are encouraged to take an active role in creating a learning process through a series of agreements and agreements through which they can integrate theoretical and practical knowledge.

Important documents in the field of international cooperation have been signed. Employees are motivated to cooperate through financial support. The website presents international cooperation through reports and review of signed agreements.

Weaknesses:

The Rulebook on assessment does not describe the complaint procedures. Other criteria and grade formation are defined.

Improvement recommendation:

It is necessary to abandon the practice of two or three part examinations through colloquiums, thus making sense of the purpose of the final exam.

Pre-examination and examination requirements must differ in the nature and manner of points accumulation, rather than having a simple summation leading to the completion of the final grade.

The proportion between the points collected through the pre-exam and the final exam must be balanced. This means that it is necessary to increase the participation of the final exam in the final accumulation of points and the final performance of the grade.

The final exam must cover all the material or vital and crucial parts from all the syllabuses of each subject. The final exam must not have the status of a final and missing colloquium.

Be sure to increase safeguards against possible cheating in written exams.

Be sure to respect the public of each exam.

When evaluating written papers in the form of seminars, final or master papers, be sure to introduce software for checking and protecting against plagiarism.

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|---------------------------|----------|-----------|------------|-----------|
| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

A.4 Student enrollment, progression through studies, recognition and certification
 Requirements of ESG standard 1.4 and RS / BiH criteria T.4.1, T.4.2, T.4.3

The good sides:

The Rulebook on the requirements for enrollment, transcripts and recognition of exams from other higher education institutions regulates the procedures for student enrollment. This section also describes how to evaluate what is treated through criterion 3.

Weaknesses:

The University Application Form states that these issues are regulated through the Rulebook on the conditions for enrollment, transcripts and recognition of exams from other higher education institutions and through the Statute of the University. The document is not available on the website.

Improvement recommendations:

We recommend setting up a Student Career Guidance Center. In addition to advisory work with students, the Center would also be concerned with improving cooperation with the economy, as well as providing student internships and student employment.

It is advisable to formalize the ALUMNI Association as soon as possible, with the adoption of rules and programs of its work.

The Rulebook on conditions for enrollment of students, transcripts and recognition of exams from other higher education institutions should be made transparent and accessible to all interested users.

It would be good to stimulate the best students, through their promotion, rewarding or eventual scholarship.

Organized work should be done to prepare students for international case studies competitions and more.

The prospect of studying in elementary studies in addition to work should be completely excluded in perspective, or separately organized in relation to those students who are dedicated to study only.

| Requirement Level: | I | II | III | IV |
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A.5 Human resources
 Requirements of ESG standard 1.5 and RS / BiH criteria T.5.1, T.5.2, T.5.3, T.5.4, T.5.5

The good sides:

The University has adopted the Rulebook on the professional and scientific training of teaching staff of the University. The Rulebook on Vocational and Scientific Training of University Teachers regulates the exercise of the rights of employed teachers at the University to use leave for education and professional and scientific training, organization of professional development and education in certain fields, as well as communication of new achievements in science and profession.

The University has a Rulebook on Publishing and publications of its own teaching staff are presented once a year. There is also a Rulebook on the Appointment of Teachers and Associates, as well as a database of teaching staff that includes CVs.

Access to EBSCO database provided. The Scientific Research Institute was established. The issues of active engagement in the field of research work are regulated by the Rulebook on professional and scientific training of the teaching staff of the University.

Teaching staff are evaluated according to the criteria prescribed by the standards in each semester. Results are regularly kept and reported to the Rector of the University. The survey sheets are in compliance with the requirements and standards. Periodic analyzes are done in self-evaluation. In addition, a committee was established to monitor the quality of the teaching process and to report regularly to the deans and rector. The workload of teachers is done according to the subjects and the number of students. It has been harmonized with the law and defined in the Statute. Databases in this regard are maintained by the head of the first, second and third cycle of studies. Students are surveyed about the quality of the teaching process, the quality of support for the teaching process, and communication. Survey results are saved in the survey results database. There is also a Commission for the Quality of the Teaching Process.

Weaknesses:

There is no information on taking action when deviations from the set criteria and guidelines are identified.

Improvement recommendations:

At every university it is the rector who can decisively influence the business, academic and scientific reputation of the university. We are of the opinion that the position of the rector should be separated from the ownership and director position. Rectors should be selected from among university professors who have the highest scientific and academic references, as well as the highest reputation in the professional and scientific public.

The burden on professors and teaching assistants would need to be limited in accordance with best university practice. A university teacher cannot qualitatively teach more than three courses in the first cycle, or two courses in the second or one course in the third cycle. High school teacher load levels should not be allowed.

Teaching staff must also have the time, incentives and personal motivation to engage in scientific research, as well as publishing scientific papers in reputable journals of national and international importance, in addition to teaching.

We recommend that the University clearly organizes and professionalises the work of the Institute for Scientific Research and Consulting, to make it a recognizable and credible institute in the economy and in the general public.

To stimulate and organizationally support comprehensive international cooperation and the international exchange of teachers and associates. It is recommended that a separate center for international cooperation and exchange be established.

We recommend introducing the practice of additional rewards for professors and associates who publish their scientific papers in the best national and international journals with anonymous reviews.

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| Requirement Level: | I | II | III | IV |
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A.6 Student Learning and Support Resources
 Requirements of ESG standard 1.6 and RS / BiH criteria T.6.1, T.6.2, T.6.3, T.6.4, T.6.5

The good sides:

Physical resources are up to standard, and continuous investment is being made to improve them. A list of resources is attached to the documentation.

The University has 13,989 library units. It has over 300 final theses, master's and doctoral theses. The tendency to invest in library resources is visible.

The Rulebook on the classification of posts also regulates the training of supporting and administrative staff.

Weaknesses:

There is no information on specific projects involving support and administrative staff. Insufficient number of subscriptions to literature bases, insufficient literature.

Improvement recommendations:

The university would have to develop infrastructure resources and content more seriously that would motivate students to stay as long as possible in interaction with fellow students, with teachers and associates, as well as with administrative staff.

The library should be developed and enriched with bibliographic units of relevant books and journals, in both domestic and other languages. Increase the number of subscriptions to modern databases of scientific and professional papers. Students should be able to develop the habit of learning and studying in the university reading room for as long as possible.

Computer halls, creative workshops, themed lectures would certainly benefit students more than luxury apartments on the upper part of the building.

Supporting and administrative staff should be continuously trained to provide ancillary services in accordance with best university practice in the world.

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| Requirement Level: | I | II | III | IV |
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A.7 Information management

Requirements of ESG standard 1. 7 and RS / BiH criteria T.7.1

The good sides:

There is an integrated information system.

The Contract on the development, implementation, delivery and use of the UNISYSS 5+ higher education information system has been signed. The University has a unique information system that extends through 2 facilities in Banja Luka, which are connected by VPN tunnel to the outlying sections in East Sarajevo and Bijeljina.

Communication between subjects of this structure is protected by encryption whose parameters are agreed upon by both parties. The choice of encryption algorithm and key length is essential for the security of established communication. A system for informing employees through an internet site (web-server, mail-server) was also established, on which the content is regularly published and updated. A special section on quality assurance has been developed, where all documents, reports and news related to the quality system are published. Outsourcing of information to external actors is done through websites. The University Library uses a special application. Conducts all analyzes through the Agreement on the Development, Realization, Delivery and Use of the UNISYSS 5+ Higher Education Information System.

Data and analysis of their own key performance indicators show that the scientific and research work positioned well at the University, whose results are publicly published in the journal of the University and transparently presented to students of I and II study cycles. The University particularly values indicators that reflect almost 90 percent of graduates in economics.

Weaknesses:

There is no information on how to use the data collected. The information system is not used for student-student service communication. The potentials of the information system are untapped.

Benchmarking is not mentioned.

Improvement recommendations:

Raise the usable value of the existing information system to a higher level across all dedicated lines. The collection and systematization of information only makes sense if they serve as an indispensable basis for decision-making or as a reliable source for improving the communication system, both internally and externally. The available information must be treated as a reliable means of decision-making or as a reliable guide for managing and communicating.

Requirement Level:

I

II

III

IV

A.8 Public information

Requirements of ESG standard 1. 8 and RS / BiH criteria T.8.1, T.8.2, T.8.3

The good sides:

The university regularly reports to the public through its website, student guides, advertisements, and social networks. Over 80% of the content on the website is in English. Website traffic data is collected. There is a Public Relations Service.

Information on research activities and information on the work of its academic staff (publications, projects, conferences, etc.) are all available on the website (Scientific Research Institute and International Cooperation).

Weaknesses:

The institution does not have a developed communication strategy and public relations policy, as well as a way of analyzing the impartiality, objectivity and availability of information.

Some parts of the page do not work and some documents are not public.

Improvement recommendations:

It is necessary for the University to have a binding communication strategy and public communication policy. Communication with the public must be based on clear standards of impartiality, objectivity and transparency.

There is considerable room for improvement of the communication system over the Internet and modern social networks through continuous updating and interaction.

Communication with prospective and existing students, as well as with the public, must be based on verifiable and truthful information. The practice of communication based on unrealistic promises must be abandoned.

Requirement Level:

I

II

III

IV

A.9 Continuous monitoring and periodic review of the program
 Requirements of ESG standard 1. 9 and RS / BiH criteria T.9.1, T.9.2, T.9.3

The good sides:

Study programs are periodically revised to ensure that the goals set and the needs of students are met. The way in which the study programs are audited is one based on a thorough analysis.

Analysis implies:

1. Keeping track of the latest scientific developments in each subject for which responsible teachers are responsible
2. Information on the latest literature
3. Analysis of the results of the student satisfaction survey
4. Analysis of the results of the employer survey on satisfaction with the knowledge of graduates
5. Consultation with businessmen as evidenced by contracts of practice and cooperation with business entities
6. Analysis of previous experiences of the teaching process.

Implemented measures for improvement resulting from the analysis of study programs are:

1. Innovation in study programs, which can be seen from the study programs,
2. Licensing of new study programs,
3. Greater emphasis on student practice i
1. 4. Involvement of students in scientific research work.

Weaknesses:

Students are not familiar with, nor participate in, the revision of study programs. Stakeholders, industry and practice are not involved in the revision of the study programs.

Improvement recommendations:

The review of the study programs must be continuous at least in the proportions allowed which do not require new licensing.

The improvement of study programs should not be adjusted solely by the interests of the teacher. It must be implemented on the basis of a systematic perspective from an angle and from the interaction that exists between the respective subject matter, as well as the consideration of the interests and recommendations of all stakeholders.

There is a need to work towards greater harmonization of certain subject contents, as well as reducing the degree of their overlap.

Syllabuses must be fully and standardized presented, promoted and adopted at the beginning of each school year.

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| Requirement Level: | I | II | III | IV |
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A.10 Periodic external quality assurance
 Requirements of ESG standard 1. 10 and RS / BiH criteria T.10.1

The good sides:

All stakeholders are involved in the process of preparing self-evaluation reports. The accreditation report is publicly available and is thus subject to criticism from the scientific and professional public. The Removal Plan also respects the opinion of other experts from outside the University.

Weaknesses:

There are no formal mechanisms for approval and external quality assurance of study programs.

There is no evaluation of study programs by bodies outside the University.

Improvement recommendations:

External evaluation of study programs should be conducted by fellow experts from outside the University. The external evaluation process should serve to improve the program in two ways. First, by having academic colleagues approach the problems from a different perspective and with their own experience, with which they can often suggest improvements that have not been considered. Second, the fact that what is planned or implemented will need to be justified in the face of its academic expert colleagues by experts imposes an effective discipline, similar to that of publishing research results.

The main topics for discussion in the periodic external quality assurance process should be: (a) how well students enrolled in the programs will be able to successfully achieve learning outcomes appropriate to the subject and level of knowledge, and (b) whether the program can be improved and how. These are the same topics that the study program design and analysis team should address.

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| Requirement Level: | I | II | III | IV |
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3.2 Accreditation Report for Study Programs

External evaluation of study programs was done on the basis of:

- Reports of reviews of 13 study programs by independent, anonymous reviewers, distinguished experts in the narrow scientific fields of study programs that were the subject of observation,
- Improvement plans prepared by study programs based on the reports of reviewers,
- On site visit to a higher education institution and real-world insights from a panel of experts.

The study programs were evaluated against the Criteria for accreditation of study programs of the first and second cycle of study, as follows:

- 1. Study program quality assurance policy (1.1, 1.2, 1.3),
- 2. Creating and adopting study programs (2.1, 2.2, 2.3, 2.4, 2.5, 2.6),
- 3. Student-centered learning, teaching and evaluation (3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7),
- 4. Student enrollment and promotion, recognition and certification (4.1, 4.2, 4.3),
- 5. Human Resources (5.1, 5.2, 5.3, 5.4),
- 6. Resources and financing (6.1, 6.2, 6.3, 6.4, 6.5),
- 7. Management of study program information (7.1, 7.2),
- 8. Informing the public about study programs (8.1),
- 9. Continuous monitoring, periodic evaluation and revision of study programs (9.1, 9.2, 9.3, 9.4)
and
- 10. Mobility of academic staff and students (10.1, 10.2, 10.3).

| The name of the study program: | Study level | Name(s) of the exit qualifications |
|---|--------------------|--|
| Graphic Design | First cycle | Graduate Graphic Designer - 180 ECTS Graduate Graphic Designer - 240 ECTS |
| Design | Second cycle | Master of Design - 300 ECTS |
| The good sides: | | |
| The quality assurance policy emphasizes the importance of research work on the mobility and internationalization of study programs. | | |
| Weaknesses: | | |
| Finishing works are not subjected to plagiarism checks. The quality assurance and quality management system has not been adequately designed and implemented. | | |

There is a lack of procedures and rules for measuring student satisfaction with the study program, courses and subject teachers, international cooperation, teaching in foreign languages, mobility of students and staff, joint projects with foreign partners, and satisfaction of the entities employing students.

The workload of full-time and part-time students must be different. There is a lack of quality assurance methods for curricula.

Academic staff are not dedicated to research and research work, especially through participation in international research projects, which is a result of low levels of published research work.

Only few trainings for administrative staff to improve quality system at the University and faculties.

Low mobility.

Improvement recommendations:

We recommend considering introducing and documenting quality systems according to ISO 9001 standards.

The study programs need to be further aligned with the achievements of the scientific field, the requirements of the related scientific field in order to acquire multidisciplinary knowledge, the requirements of the general labor market and international reform processes.

The goals of the study program should also take into account recommendations to prepare students for future careers and employment, support personal development, gain a broad knowledge base, stimulate them to research and innovate.

The learning outcomes of individual subjects should be linked to the learning outcomes of the study program. It is necessary to develop a matrix and show how individual learning outcomes contribute to the learning outcomes of the study program and the students' future competencies.

Update the list of required and supplementary literature.

Improve the selection of academic staff and work to motivate them to work. Conduct corrective actions based on student surveys.

Academic staff should be more motivated by students for research work through consultation, mentoring and guidance.

When assessing students, it is necessary to balance the pre-exam and exam requirements. Make a final grade based on the final teacher exam.

Ensure students do not transcribe, especially using electronic equipment. Strictly prohibit entry into the exam of cell phones, smart watches, and use of jammers for the use of bugs and the like.

The institution must sign contracts with organizations that employ staff with a given qualification to conduct practical work and research for the purposes of seminar and final work.

Clearly define the student grading procedure, and allow for student appeal.

Improve procedures that define the process of design, structure and evaluation of students' final work. In the final master's thesis, it is obligatory to apply the structure defined by the methodology for the preparation of scientific papers using the IMRAD methodology, ie 1.Introduction (problem, subject, goals, hypothesis), 2. Theoretical aspects of research, 3. Methodology and research methods, 4. Research results (mandatory empirical research and hypothesis testing), 5. Discussion and 6. Conclusion.

Student representatives must be trained in improving the quality of the study program in order to become active members in making suggestions for improving study programs.

Establish a career center at the University and involve student representatives. Monitor indicators that speak to successful career development and student employment.

The procedures for the recognition of higher education qualifications should be aligned with the Lisbon Recognition Convention.

Teachers, associates and students should be provided with access to the latest relevant literature, reference journal databases, project application assistance and the like. Form a scientific research fund and make an investment plan.

Provide specific equipment, materials, literature, software programs to assist students in theoretical and practical work.

Work on providing adequate space and equipment for student work and conducting research.

Collect, process, analyze all necessary indicators in accordance with the requirements of international higher education standards. Conduct corrective actions based on information.

Ensure that all syllabuses are publicly available.

Improve the procedure for periodic evaluation, improvement and modification of the study program. Involve all interested parties and fellow experts from other Universities in the changes to the study program.

Establish a program of bilateral and multilateral student exchange.

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| Requirement Level: | I | II | III | IV |
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| The name of the study program: | Study level | Name(s) of the exit qualifications |
|--------------------------------|--------------|--|
| Ecology | First cycle | Graduate ecologist - 180 ECTS Graduate ecologist - 240 ECTS |
| Ecology | Second cycle | Master of Ecology - 300 ECTS |

The good sides:

At the University and the Faculty of Ecology, a Quality Commission and a Quality Team have been formed to constantly follow the teaching process, monitor the development of new technologies in the scientific field studied at the Faculty of Ecology and start the initiative to innovate the Study Programs with the competent bodies of the Faculty of Ecology and the University. There are formal acts that regulate the way in which the University's study programs are created (Statute, Rulebook on Study Programs, Standards for providing study programs, as well as the Procedure for ensuring the quality of the educational process at the University). Educational goals are stated for the study program and are aligned and comparable to those in the environment. A Quality Commission and a Quality Team were formed at the University and the Faculty of Ecology. There is a Rulebook on student workload by subject, semester and study program, Rulebook on student assessment, Rulebook on ECTS credits, encryption and syllabus.

Students' participation in scientific research is officially foreseen and the way in which students become involved in scientific research is described. Professional practice is organized by the University. Professional practice contracts are signed with appropriate partners and there is evidence that all students go through professional practice (mentor reports, etc.). In order to ensure a higher level of scientific and research work, agreements on teaching and scientific cooperation were concluded with several institutions from the country and the region.

When it comes to student exchange, it should be emphasized that students have attended several study tours and conferences aimed at their target group. It should also be emphasized that the University, with partner universities from Slovenia and Russia, provided summer school students. The personnel policy is defined by the rules and formally presented coverage of the study program with the appropriate number of staff. Teachers, associates and students are given access to databases, of which the EBSCO database should be highlighted.

The Staff Regulations apply to administrative staff.

Physical resources satisfactory. It is continuously invested in improvement.

Weaknesses:

1. Cycle

No detailed data on stakeholder involvement in program design is presented. Students are not sufficiently involved in the processes at the Faculty. It is not stated in which period the study programs are revised. In some subjects the title, content, goals and learning outcomes are not aligned. The number of students decreased. There is no information on whether the papers are being checked to prevent plagiarism. They do not use electronic exam registration. Some teachers have a choice in multiple scientific fields. Teachers' duties and workload cannot be determined. Mobility has not been developed. There is no information on how

to improve and develop the competencies of administrative staff. The website is not complete and does not have all the information.

2. Cycle

When filling in the application form, through some parts of the text, it was not taken into account that the study programs of the second cycle were in the range of 60 or 120 ECTS, not as stated 300 ECTS. Through the link Attached Licensed Study Program Ecology (300 ECTS credits), it can be clearly seen that this is a one-year study in the second cycle (60 ECTS credits). No more detailed data on stakeholder involvement in program design is presented. Students are not sufficiently involved in the processes at the Faculty. There is no information on whether the papers are being checked to prevent plagiarism. There is no information system and students contact everyone through the student service. Some teachers have an election in multiple scientific fields. Teachers' duties and workload cannot be determined. Mobility has not been developed. There is no information on how to improve and develop the competencies of administrative staff. The website is not complete and does not have all the information.

Improvement recommendations:

1. Cycle

Involve stakeholders in the design of study programs. Strengthen alumni and ecology student organizations to promote the Faculty, and ecology itself. Perform student program audit procedures more transparently. Match the names, content, goals and learning outcomes for all subjects. Check all work (I and II) cycle to prevent plagiarism. Integrate all information with the information system and use it in everyday activities. Invest in the training of administrative staff. Strengthen mobility. Provide more practice while studying.

2. Cycle

A distinction should be made between specifying the exit profile, ie scientific and professional academic titles, indicating the total number of 300 ECTS credits and the study program for which it is stated in the documentation. Involve stakeholders in the design of study programs. Strengthen alumni and ecology student organizations to promote the Faculty, and ecology itself. Perform student program audit procedures more transparently. Match the names, content, goals and learning outcomes for all subjects. Check all papers on cycle II to prevent plagiarism. Encourage the mobility of students and teaching staff. Integrate all information with the information system and use it in everyday activities. Invest in the training of administrative staff.

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|---------------------------|----------|-----------|------------|-----------|
| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

| The name of the study program: | Study level | Name(s) of the exit qualifications |
|--|--------------|---|
| Finance, banking and insurance | First cycle | Bachelor Degree in Finance, Banking and Insurance, selected study groups with a total of 240 ECTS |
| Finance, Banking and Stock market management | Second cycle | Master of economy |

The good sides:

The University has created a study program in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015) and the Criteria for Accreditation of Study Programs in Bosnia and Herzegovina, with no material deviations.

The documents provide for the active participation of students in the design of study programs and in the implementation of the educational process.

The presence of hands-on teaching in the educational process is satisfactory.

In the period since the previous external evaluation in 2012, there has been an improvement in scientific research in terms of published papers and citations, which is, among other things, the result of the activation of the University's own Institute, journals and the organization of scientific conferences.

An internal and external information system has been established.

Weaknesses:

As a basis for improving the teaching process, plans and programs, the practice and approach from the region and universities with which the University and the Faculty have cooperation are predominantly used, and the use of examples of good and best European and global practice is lacking.

In addition to some improvement in research activity in terms of published papers and citations, especially by activating its own University Institute and journals, in general, the research activity of teachers is at a relatively low level, especially when it comes to publishing papers in scientific journals, especially foreign and leading magazines.

There is a certain lack of involvement of student representatives in the activities of analyzing and improving curricula.

The courses in this study program are too general in nature. For example, the fourth year Banking Study Group has only one subject that contains the keyword bank. The same is the case with other study groups.

In addition to gaining general knowledge from, for example, banking, there is a need to be more specific about selling financial products and services.

The second cycle of study, master studies, lacks subjects that deal with statistics and econometrics.

Improvement recommendations:

There is a lot of room for advancement of scientific and research activity, which is necessary in ensuring continuous improvement of teaching and scientific research activity of the University and the Faculty.

In doing so, the University and the Faculty should insist on eliminating systemic deficiencies in order to provide a regular and supportive environment, primarily through adequate categorization of scientific and research journals.

It also requires additional engagement, ongoing analysis and efforts to find additional incentives for teachers

and teaching assistants for more engaging publishing in leading foreign journals.

When writing textbooks, it is necessary to determine the strategic orientation of the University/Faculty of Domestic Authors (from the University/Faculty) or the worlds leading, as well as the methods of passing the colloquium, exams (electronic, oral, written).

Work on introducing a course that will reflect the specifics of the study group with its name and content.

For the employed students, additional adequate school aids (slides of lectures and exercises, recordings of lectures) should be found, and the time of teaching, consultation, colloquium/exam adjusted to their working hours.

With the information system, there is always an opportunity for improvement, so it is necessary to monitor, analyze and open the possibility of more frequent small improvements on a daily basis by our own info center in cooperation with externally engaged experts.

Introduce courses in statistics and econometrics into master studies.

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|---------------------------|----------|-----------|------------|-----------|
| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

| The name of the study program: | Study level | Name(s) of the exit qualifications |
|---------------------------------------|--------------------|---|
| Legal Studies | First cycle | Bachelor of Law, Study program „Legal Studies“ - 240 ECTS |
| Law | Second cycle | Master of Law - 300 ECTS |

The good sides:

The curriculum provides the theoretical and practical knowledge necessary to perform legal affairs competently. There are necessary documents that define the adoption, development and improvement of study programs. The calculation and assignment of ETCS points shall be carried out in accordance with the Regulations. Students play a significant role in the design of the study program, and are involved in quality assurance teams. The design of study programs lists the reference study programs that were used for comparison during the study program adoption. The good side of the practical work of the students is the law clinics and the practical teaching by the legal experts.

Weaknesses:

Learning outcomes are not fully established and are not closely related to qualification standards. Competencies and learning outcomes are not and cannot be synonymous.

Documents proving stakeholder consultation in designing study programs (industry, practice, alumni of the organization, etc.) are not attached.

Students' final papers are not subject to screening to prevent plagiarism.

No information on the names of teachers and associates and their biography and bibliography can be found in any of the attached documents and on the University's website.

The Faculty's website is underdeveloped and elaborated and does not provide full opportunity for objective, timely information for students and the public.

There is no information or evidence that the study program achieves international cooperation (teaching in foreign languages, mobility of students and staff, joint projects with foreign partners, etc.).
 There is no information on how the Faculty participates and facilitates student exchange programs with recognition of ETCS credits.

Improvement recommendations:

The faculty should conduct a detailed analysis of the weaknesses identified and come up with a plan to address them.
 Procedures need to be adopted and regulations in place to identify and combat corruption and plagiarism.
 The mobility of academic staff and students in the study program should be promoted and improved.
 Learning outcomes should be fully identified and linked to qualification standards.
 Evidence should be gathered and presented of stakeholder consultation conducted in the design of study programs.
 It is necessary to promote, fund and take measures for greater student participation in scientific research within the study program.
 It is necessary to enable certain subjects to be taught in English.
 Work needs to be done in forming a career center.

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| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

| The name of the study program: | Study level | Name(s) of the exit qualifications |
|---------------------------------------|--------------------|--|
| Computer and Information Technologies | First cycle | Graduate engineer in Computer Science - 180 ECTS Graduate engineer in Computer Science - 240 ECTS |
| Information Technology | Second cycle | Master in Computer science - 300 ECTS |

The good sides:

There are the necessary resources for teaching.
 High demand for information technology personnel.

Weaknesses:

The absence of mathematical-theoretical oriented subjects is noticeable, so the curriculum could be enhanced with some other mathematical subjects that are applicable in computer science and ICT.
 There is a lack of more original subjects in the master's study.
 Lack of funding to increase student motivation for research activities.
 Few contracts for practical training.
 Few international projects.
 Insufficiently aligned curricula with reference faculties and subject areas.

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| Improvement recommendations: | | | | |
| <p>Introduce mathematical-theoretical subjects in the study program that are applicable in computer science and ICT.</p> <p>At the master level of education, students are required to offer multiple electives (only one elective is now envisaged).</p> <p>Provide funding for greater student motivation for research activities.</p> <p>Establish agreements and sign contracts with IT companies for practical training.</p> <p>Improve research capacities of teaching staff and stimulate them to participate in international research projects.</p> <p>Coordinate curricula with reference faculties in the subject area.</p> | | | | |
| Requirement Level: | I | II | III | IV |

| The name of the study program: | Study level | Name(s) of the exit qualifications |
|---------------------------------------|--------------------|---|
| Tourism and Hotel management | First cycle | Graduate Manager of Tourism - 180 ECTS Graduate Manager of Hotel Management - 180 ECTS Graduate Manager of Restaurant Management –180 ECTS Graduate Manager of Gastronomy - 180 ECTS credits Graduate Manager of Tourism - 240 ECTS Graduate Manager of Hotel Management - 240 ECTS Graduate Manager of Restaurant Management - 240 ECTS Graduate Manager of Gastronomy - 240 ECTS |
| Tourism | Second cycle | Master of Tourism - 300 ECTS |
| Hotel management | Second cycle | Master of Hotel management - 300 ECTS Master of Restaurant management - 300 ECTS Master of Gastronomy - 300 ECTS |

The good sides:

All procedures related to the procedure of adopting and modifying study programs are within the Quality Assurance Procedure of the educational process, and more detailed activities are defined within the Quality Assurance Standard at the University. In passing each program, the names of the output competencies and the goals of the study program were defined as the basis on which the complete programs and syllabuses of the course were developed. Modifications and amendments of study programs are made every three years. An

analysis of the learning outcomes was explained, both at the program and course levels. The study programs were compared with the institutions in the region (2010 Program Comparison Reports, Faculty of Science, Novi Sad, Faculty of Economics, Split, conducted a comparison for the study groups Tourism and Hotel Management, course names, required and elective courses, enrollment requirements, goals and outcomes, teaching methods and assessment).

The institution has the space to conduct exercises in the subjects specific to this program (eg gastronomy, restaurant and kitchen, gastronomy, hotel industry). In order to increase the competences and skills of students in the program, classes for professional practice are foreseen. Contracts have been signed with certain hotels and restaurants, all for the purpose of implementing the practice. The Rulebook on the manner and procedure of preparation and defense of the final work defines the final phase of the study process - writing the final / master thesis.

Recognition of qualifications acquired at other institutions is defined in the Rulebook on the conditions for enrollment, transcripts and recognition of exams from other higher education institutions, the Rulebook on the procedure for equivalence of previously acquired titles with a new title, the Rulebook on the recognition of higher education documents. These have enabled the flow of students and mobility within the higher education system.

They participate in the Work and travel project and ERASMUS +. Students are informed through the website, by the professor and through the bulletin board.

An EBSCO database is available to everyone to provide conditions for teacher advancement. Teachers also have the opportunity to publish papers in the Business Studies journal.

All information is published on the University website. An integrated information system has been implemented.

The information is published on the website and in the brochure. The website is also in foreign languages. Social networks are also used in communication with the environment, which is appropriate for students.

Weaknesses:

As the 1st cycle study programs of 180 and 240 ECTS were envisaged, it was also necessary to create partially different learning objectives and outcomes. Thus, as they are the same, there is no logic for setting up 180 and 240 ECTS programs. The ECTS number for individual courses cannot be correlated with the number of scheduled classes and other course activities that require student time engagement. Students do not have enough practical classes. Students are not involved in the creation and revision of study programs. The information system is not developed in the sense that it integrates data collection and communication between students and the Faculty. Not enough literature. They do not involve practitioners in teaching. Although student surveys are conducted on the quality of the teaching process and the work of professional services, no feedback has been described, ie. a way of informing the results of the survey and possible corrective action. Syllabuses are not available on the site.

Improvement recommendations:

Involve different parties in the process of defining the study program (students, industry, practice, etc.).

Analyze labor market needs when revising a study program. Businessmen emphasized the need to hold more internships for students. Also, differentiated (at least in part) learning outcomes for different study groups would need to be defined.

The program states that students independently propose a place to practice, and the opinion is that institutional guidance should be introduced for students to practice, as well as to develop a system of mentoring by practitioners from the company. Involve practitioners in lectures. Make relevant databases available. Introduce classes in foreign languages. Provide incentive mechanisms for teachers to publish in journals of other publishers. Encourage international exchange and organize summer schools in hotels on the Adriatic, that is, winter schools on the mountains in BiH.

We propose to consider integrating the Faculty of Ecology with the Faculty of Tourism and Hotel Management. An integrated faculty would thus have its two well-delineated, focused and profiled study programs.

| | | | | |
|---------------------------|----------|-----------|------------|-----------|
| Requirement Level: | I | II | III | IV |
|---------------------------|----------|-----------|------------|-----------|

3.3 Recommendation for accreditation

After reviewing the entire documentation submitted, on site visit to the higher education institution and analyzing all documents, procedures and ways of functioning of the higher education institution and conducting the assessment procedure, the following level of fulfillment of the requirements of the standards and criteria was determined:

| ELIGIBILITY CRITERIA | PERFORMANCE LEVEL |
|--|-------------------|
| A.1 Quality assurance policy | III |
| A.2 Program design and approval | III |
| A.3 Student-centered learning, teaching and assessment | III |
| A.4 Student enrollment, progression through studies, recognition and certification | III |
| A.5 Human resources | III |
| A.6 Learning and Student Support Resources | III |
| A.7 Information management | III |
| A.8 Public information | III |
| A.9 Continuous monitoring and periodic review of the program | III |
| A.10 Periodic external quality assurance | III |

After reviewing the submitted documentation, study program review reports, improvement plans prepared by study programs based on reviewers' reports, a visit to a higher education institution, and a real-life review by a panel of experts, the following level of fulfillment of the requirements of the standards and criteria for the study programs was determined :

| STUDY PROGRAM | PERFORMANCE LEVEL |
|--|-------------------|
| Graphic Design (1st Cycle) | III |
| Design (2nd Cycle) | III |
| Ecology (1st cycle) | III |
| Ecology (2nd cycle) | III |
| Tourism and Hotel management (1st Cycle) | III |
| Tourism (2nd cycle) | III |
| Hotel Management (2nd Cycle) | III |
| Legal studies (1st cycle) | III |
| Law (2nd Cycle) | III |
| Finance, Banking & Insurance (1st Cycle) | III |
| Financial, Banking and Stock market Management (2nd Cycle) | III |
| Computer and Information Technologies (1st cycle) | III |
| Information Technology (2nd Cycle) | III |

On the basis of the overall quality assessment, the Commission recommends to the Higher Education Accreditation Agency of the Republika Srpska that, in accordance with the Rulebook on Accreditation of Higher Education Institutions and Study Programs, a higher education institution is issued by the University of Business Studies Accreditation Decision for 5 years for a higher education institution. Based on the insight into the independent reviews of the study programs and the external evaluations of the study programs applied for accreditation, the Commission recommends for the accreditation the study programs listed in the previous table whose levels of fulfillment of requirements III and IV are fulfilled.

Members of the commission:

Prof. Zdravko Todorovic, PhD, chairman;

Prof. Branko Rakita, PhD, member;

Prof. Bozo Vukoja, PhD, member;

Lejla Hairlahovic, MS, member;
