



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

***UNIVERSITY “UKSHIN HOTI” PRIZREN  
FACULTY OF ECONOMICS***

**Bachelor of Science in International Management**

**REACCREDITATION**

**REPORT OF THE EXPERT TEAM**

*16 May 2022, Zagreb; Rijeka, Croatia*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
1. INTRODUCTION.....	3
1.1. Context.....	3
1.2. Site visit schedule.....	8
1.3. A brief overview of the institution and program under evaluation.....	9
2. PROGRAM EVALUATION.....	13
2.1. Mission, objectives and administration.....	13
2.2. Quality management.....	19
2.3. Academic staff.....	22
2.4. Educational process content.....	25
2.5. Students.....	30
2.6. Research.....	33
2.7. Infrastructure and resources.....	36
3. OVERALL EVALUATION AND RECOMMENDATION OF THE EXPERT TEAM	40



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 1. INTRODUCTION

### 1.1. Context

**Date of site visit: 14<sup>th</sup> April 2022**

**Expert Team (ET) members:**

- *Dr. Dražen Vrhovski (Chair)*
- *Assoc. Prof. Dr. Saša Aksentijević (Member)*

**Coordinator from Kosovo Accreditation Agency (KAA):**

- *Flamur Abazaj, Senior Officer for Evaluation and Monitoring*

**Sources of information for the Report:**

- [1] *Self-Evaluation Report, University “Ukshin Hoti” Prizren, Bachelor of Science in International Management, Prizren, January 2022.*
- [2] *Syllabi of the study programme*
- [3] *CVs of the study programme academic staff*
- *Self-Evaluation Report Appendices:*
  - [4] *Decision of the Prime Minister of Kosovo (on founding the University of Kosovo), Prishtina, 9th October 2009. (Appendix 1.1.1),*
  - [5] *Decision of the Assembly of Republic of Kosovo on approval of the Statute of the University „Ukshin Hoti“, Prishtina, 30th May 2013.( Appendix 1.1.2),*
  - [6] *Study programs in Faculty of Economics of the University “Ukshin Hoti” Prizren for the academic year 2021/2022 (Appendix 1.1.3),*
  - [7] *Organigram of Academic Units (Appendix 1.1.4),*
  - [8] *Strategic Plan 2020-2024 University „Ukshin Hoti“, Prizren, December 2019 (Appendix 2.1.1),*



- [9] *Strategic Plan 2020-2024 „Faculty of Economics“, Prizren, December 2019 (Appendix 2.1.2),*
- [10] *Decision of Senate of University „Ukshin Hoti“, Prizren, on the Establishment and Functioning Principles of the Industrial Advisory Bord, Prizren, 15th March 2019 (Appendix 2.1.3),*
- [11] *Decision of University „Ukshin Hoti“, Prizren, on the Establishment of the Industrial Advisory Bord in the Faculty of Economics, Prizren, 27th December 2019 (Appendix 2.1.3a)*
- [12] *List of agreements of Faculty of Economics, Prizren, with Business Community (Appendix 2.1.3b),*
- [13] *Regulation on the definition of criteria for basic studies, University „Ukshin Hoti“, Prizren, December 2019. (Appendix 2.1.4)*
- [14] *Regulation on personal income of academic staff, allowances for functions, honoraria and permanent commissions, University „Ukshin Hoti“, Prizren, 18th January 2019 (Appendix 2.1.5),*
- [15] *Quality assurance regulation, University „Ukshin Hoti“, Prizren, December 2019. (Appendix 2.2.1),*
- [16] *Guidelines for the evaluation of academic staff, course evaluation, and the use of evaluation results at the "Ukshin Hoti" University Prizren, University „Ukshin Hoti“, Prizren, January 2020. (Appendix 2.2.2),*
- [17] *Questionnaires for subject and teacher evaluation by students; for inter-collegial evaluation, Assessment Report by the Dean; Evaluation report for scientific publications and conference attendance; Assessment report on university contribution and contribution to society; Questionnaire for student evaluation of study programs, administration services, faculty, library and infrastructure management bodies; Questionnaire for Dean's Performance Evaluation; Questionnaire for evaluation by graduate students; Questionnaire for evaluation by academic staff; Questionnaire for evaluation by administration staff; Questionnaire for employers (Industrial Advisory Boards); Dropout monitoring questionnaire; Intercollegiate classroom observation form; Questionnaire for teacher self-assessment; Teacher/assistant professional development plan (Appendix 2.2.3)*
- [18] *Tracking students of "Ukshin Hoti" University Prizren questionnaire (Appendix 2.2.4),*
- [19] *Annual Report Of Evaluation Results, University „Ukshin Hoti“, Central Quality Assurance Commission, Prizren, 2019. (Appendix 2.2.5),*



- [19a] *Report on the implementation of quality assurance recommendations – 2019, University "Ukshin Hoti" Prizren (Appendix 2.2.5a),*
- [19b] *Report on the implementation of quality assurance recommendations – 2020, University "Ukshin Hoti" Prizren, Central Quality Assurance Council (CQAC)*
- [20] *The report of the Commission for Quality Assurance at the Faculty Level - winter semester 2020/2021, University „Ukshin Hoti“, Faculty of Economy, Prizren (Appendix 2.2.6),*
- [21] *Call for job vacancy for employment of academic staff (2021), University „Ukshin Hoti“, Prizren, 01st November 2021 (Appendix 2.3.1),*
- [22] *Evaluation report of the applicants on the call for job vacancy - Bulletin (2021), University „Ukshin Hoti“, 02nd December 2021 (Appendix 2.3.2),*
- [23] *Regulation On Evaluation Procedures For The Engagement Of Foreign Associates In The "Ukshin Hoti" University Prizren, "Ukshin Hoti" University Prizren, Prizren, December 2019 (Appendix 2.3.3),*
- [24] *Teacher Work Plan 2022, University „Ukshin Hoti“, Prizren, Faculty of Economy (Appendix 2.3.4),*
- [25] *Teacher/assistant professional development plan, University „Ukshin Hoti“, Prizren (Appendix 2.3.5),*
- [26] *Manual of the package of legal acts for the academic and administrative staff of the University "Ukshin Hoti" Prizren, Prizren, 2019. (Appendix 2.3.6),*
- [27] *Code of ethics, „Ukshin Hoti“ University Prizren, Prizren, 19th Feb 2016 (Appendix 2.3.7),*
- [28] *Questionnaire for employers (Industrial Advisory Boards), 2020./2021. (Appendix 2.4.1),*
- [29] *Minutes from the last Meeting with AIB, University „Ukshin Hoti“, Prizren, Faculty of Economics, Prizren, 27th Dec 2021. (Appendix 2.4.1a),*
- [30] *Comprehensive evaluation form, University „Ukshin Hoti“, Prizren (Appendix 2.4.2),*
- [31] *Syllabus form, University „Ukshin Hoti“, Prizren (Appendix 2.4.3),*
- [32] *Public call for registration at the level of bachelor studies 2021, University „Ukshin Hoti“, Prizren, 06th August 2021 (Appendix 2.5.1),*
- [33] *Student's Handbook for students of "Ukshin Hoti" University in Prizren, Prizren, 2019. (Appendix 2.5.2),*
- [34] *Manual for Students, Version 1.0, (Appendix 2.5.3),*
- [35] *Career development: Practical Guideline, WUS Kosova, (Appendix 2.5.4),*



- [36] *Regulation On International Summer School At "Ukshin Hoti" University In Prizren, Prizren, November 2019., (Appendix 2.5.5),*
- [37] *Strategy For Scientific Research Activities 2020 - 2024, University "Ukshin Hoti" Prizren, January 2020 (Appendix 2.6.1),*
- [38] *Regulation For Scientific Research, , University "Ukshin Hoti" Prizren, November 2019 (Appendix 2.6.2),*
- [39] *Evaluation report for scientific publications and conference attendance, University "Ukshin Hoti" Prizren (Appendix 2.6.3),*
- [40] *Administrative instruction MEST 01\_2018 on recognition principles and international magazines with reviews, 19th January 2018 (Appendix 2.6.4),*
- [41] *The list of donated books (Appendix 2.7.1),*
- [42] *Agreements with the Association of E-Libraries of Kosovo, 13th May 2019 (Appendix 2.7.2.),*
- [43] *Questionnaire for student evaluation of study programs, administration services, faculty, library and infrastructure management bodies, University "Ukshin Hoti" Prizren (Appendix 2.7.3).*
- [44] *Youtube video entitled "Fakulteti Ekonomik - Faculty of Economics (2020)", [online], available at: [https://www.youtube.com/watch?v=uNgQ\\_HvBzIY](https://www.youtube.com/watch?v=uNgQ_HvBzIY), [Accessed 29 Apr 2022],*
- [45] *University of Prizren, "Briefly about the University", [online], available at: <https://old.uni-prizren.com/en/university.html>, [Accessed 26 March 2022],*
- [46] *University of Prizren, Faculty of Economics, "Dean's Word", [online], available at: <https://old.uni-prizren.com/en/faculty-of-economics.html>, [Accessed 26 March 2022],*
- [47] *University of Prizren Mission and Vision, [online], available at: <https://old.uni-prizren.com/en/mission-and-vision.html#breadcrumb>, [Accessed 29 Mar 2022],*
- [48] *University of Prizren, Faculty of Economics, "INTERNATIONAL MANAGEMENT- IM", [online], available at: [https://old.uni-prizren.com/en/program\\_international-management-bach.html#breadcrumb](https://old.uni-prizren.com/en/program_international-management-bach.html#breadcrumb), [Accessed 29 Mar 2022],*
- [49] *University of Prizren, Faculty of Economics, "BUSINESS ADMINISTRATION", [online], available at: <https://old.uni-prizren.com/en/business-administration-AB-syllab-bach/page/1.html>, [Accessed 20 Apr 2022],*
- [50] *Video clip entitled "Center for inovations and employment",*
- [51] *Video clip entitled "IT lab",*
- [52] *Video clip entitled "Entrance",*
- [53] *Video clip entitled "Elevator",*



- *Bundled supplementary documentation received upon the interviews:*
  - [54] *document providing the annual financial plan with detailed cost and revenue breakdown,*
  - [55] *sample of the Annual Scientific/Research Plan,*
  - [56] *copy of the contract signed with the Municipality of Prizren which regulates the use of sport facilities,*
- [57] *Annual Report of Evaluation Results 2019, “Ukshin Hoti” University of Prizren, Central Quality Assurance Commission, [online], available at: [https://old.uni-prizren.com/repository/docs/Raporti\\_vjetor\\_i\\_cilesise\\_2019\\_Komisioni\\_Qendror\\_p%c3%abr\\_Sigurimin\\_e\\_Cil%c3%absis%c3%ab\\_ENG\\_839119.pdf](https://old.uni-prizren.com/repository/docs/Raporti_vjetor_i_cilesise_2019_Komisioni_Qendror_p%c3%abr_Sigurimin_e_Cil%c3%absis%c3%ab_ENG_839119.pdf), [Accessed 02 May 2022],*
- [58] *Mr Artan Nimani CV, [online], available at: [https://old.uni-prizren.com/repository/docs/EKONOMIK\\_27.07.2015/CV/CV-Artan\\_Nimani\\_ENG-FINAL.pdf](https://old.uni-prizren.com/repository/docs/EKONOMIK_27.07.2015/CV/CV-Artan_Nimani_ENG-FINAL.pdf), [Accessed 4 May 2022],*
- [59] *Mr Luan Vardari CV, [online], available at: <https://www.linkedin.com/in/luan-vardari-phd-cff-78468661/details/experience/>, [Accessed 10 May 2022].*

Sources referenced from [1] to [44] were provided by the evaluated higher education institution prior to the interviews held, whereas the sources from [50] to [56] were requested and received upon the interviewing. All other sources listed have been publicly available for general use.

### **Criteria used for institutional and program evaluations**

- *Standards and performance indicators outlined in the Kosovo Accreditation Agency’s Accreditation Manual, 2021.*
- *The European Qualifications Framework*
- *The Framework for Qualifications of the European Higher Education Area*
- *National Qualifications Framework, Kosovo National Qualification Authority, Prishtina, 2020.*





Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

## 1.2. Site visit schedule

<b>Time</b>	<b>Meeting</b>	<b>Participants</b>
<b>09:30 – 10:15</b>	Meeting with the management of the faculty where the programme is integrated	Halil KUKAJ Leonora SOPAJ Festim TAFOLLI
<b>10:20 – 11:00</b>	Meeting with quality assurance representatives and administrative staff	Behxhet BRAJSHORI Dafina ABDULLAHU Naser BUZHALA Kreshnik KRASNIQI
<b>11:05 – 12:05</b>	Meeting with the heads of the study programme:	Hamdi HOTI Demir LIMA Drita KRASNIQI
<b>12:00 – 12:45</b>	Lunch break (lunch provided at place)	
<b>12:50 – 13:35</b>	Meeting with teaching staff	Bekim BERISHA Luan VARDARI Kushtrim BRAHA Venet SHALA Anera ALISHANI Vesel USAJ
<b>13:40 – 14:20</b>	Meeting with students	Alisa MUHARREMAJ Florent KUKAJ Fjolla MORINA Dren ABDULLAHU Erva KUKSI Taurona TABAKU
<b>14:25 – 15:05</b>	Meeting with graduates	Kujtim HAMELI Arianit BERISHA Ditlira HALITI Burim KASTRATI Samra JUSUFI Edisa KORO
<b>15:10 – 15:50</b>	Meeting with employers of graduates and external stakeholders	Xhafer KASTRATI Drilon JUSUFI Agim MORINA Taulant KASTRATI





Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

		Xhemajli SELIMI Arben SHALA
<b>15:50 – 16:00</b>	Internal meeting of KAA staff and experts	
<b>16:00 – 16:10</b>	Closing meeting with the management of the faculty and program	

### 1.3. A brief overview of the institution and program under evaluation

According to [45] and [46], the University "Ukshin Hoti" Prizren (hereafter referred to as: **the UUHP**), was founded in 2009 by the decision no. 01/87 of the Government of the Republic of Kosovo as the second public university in the Republic of Kosovo after the University of Prishtina. The university started its operations in the academic year 2009/10 with the first generation of students beginning their studies on 1 October 2010. The university inherits the experience of the former Pedagogical Higher School operating since October 1961, later transformed into a Prizren branch of the Faculty of Education, and now into the University "Ukshin Hoti" Prizren.

In 2013, the Assembly of the Republic of Kosovo approved the UUHP Statute setting Prizren as the seat of the university. The university consists of six academic units and at the time of this writing offers bachelor and master-degree studies. The UUHP statute allows for doctoral studies to be organized and run by the university, however such studies are yet to be set up. In addition to studies in Albanian language of instruction, the university also offers studies in Turkish and Bosnian languages.

All UUHP operations are located in the city of Prizren. The city has been officially proclaimed the Historic Capital of the Republic of Kosovo (law no. 06L / -012 articles 4 item 2) and has been known for its rich history, multi-ethnicity and cultural heritage in Kosovo and beyond. Prizren is also the second largest city in Kosovo (the capitol Prishtina being the largest) geographically located in the southern part of the Republic of Kosovo. Being the closest major settlement to the bordering Albania, the UUHP also attracts students of Albanian citizenship to study in Prizren in addition to Kosovo nationals.

In 2010 the number of enrolled students was 1700. The number of students enrolled in 2020 was 4035 studying bachelor and master level programmes at the following faculties and study programmes operated by the university:



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

1. Faculty of Economics:
  - a. Bachelor – Business Administration and International Management;
  - b. Master – Accounting and Auditing Business Administration;
2. Faculty of Law;
3. Faculty of Computer Science:
  - a. Bachelor – Software Design;
  - b. Master – Computer Science and Communication Technology;
4. Faculty of Education (in Albanian, Bosnian and Turkish languages):
  - a. Elementary school programme
  - b. Pre-elementary school programme;
5. Faculty of Philology:
  - a. Albanian Language and Literature;
  - b. English Language and Literature;
  - c. German Language;
6. Faculty of Life and Environmental Sciences
  - a. Agribusiness;
  - b. Forestry and Environmental Sciences.

In addition to the above programmes, the UUHP also plans to open a doctoral study programme as a follow up of the so-called DIPHDICTKES international project (Development of the PhD Curricula in ICT for Kosovo Education System) under the leadership of two partnering universities from abroad, namely the Linnaeus University, Sweden, and the Norwegian University of Science and Technology, Trondheim, Norway.

Study programmes offered by the Faculty of Economics (hereafter referred to as: **the FE**) which has been the subject of the given study programme evaluation, have been developed in collaboration with experts from several international universities and have taken into account demands of the local and international labour market. Regarding the latter, the FE has founded an Industrial Advisory Board (IAB) membered mostly by managers of successful businesses in the region and beyond. The IAB has been the primary source of information on labour market needs which the FE study programmes have been adjusted to.

The FE study programmes at the bachelor level are:

1. Business Administration (2010-ongoing) and
2. International Management (2010- ongoing).



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

The study programmes at the master level are:

1. Business Administration (2014-ongoing),
2. Accounting and Auditing (2014-ongoing)

The FE has signed cooperation agreements with several successful businesses in the region thus enabling students to apply the gained theoretical knowledge in practice. To substantiate this, the faculty has provided the scanned contractual agreements [12] as well as a summarised list of partners. The FE also pays special attention to international cooperation, and for this purpose memorandums of understanding have been signed with academic institutions ranging geographically from the Polish WSB University in Dąbrowa Górnicza to a number of Turkish universities such as Eskişehir Osmangazi University, Kütahya Dumlupınar University and others. These cooperations with higher education institutions offering compatible study programmes enable the FE to underpin mobility of both its academic staff and students. In the course of the given evaluation, the FE has provided proofs of the total of 41 such cooperation agreements signed.

A great deal of FE's operational practice is targeted at capacitating scientific/research work, and for this purpose the Institute for Scientific Research is aimed to be established. The institute is expected to include academic staff and students from various national and international research projects undertaken by the FE. The faculty is committed to contribute the community by providing specific expertise to both the local business sector as well as public institutions operating in the region.

The International Management Program which is the subject of this evaluation (hereafter referred to as: **the Study Programme**) is a three-year study program with 6 semesters and a total of 180 ECTS. Since its kick off, the average number of students enrolled in the Study Programme has been roughly 250 [1], and apart from academic year 2019/20, the number has been kept rather steady. The percentage of the dropout students varies but does not exceed 30%. Geographically, a great majority of the students come from the Prizren area (the city of Prizren and the nearby settlements).

Work done in the course of the undertaken evaluation has been based on the self-evaluation report [1] prepared by the FE in January 2022 (hereafter referred to as: **the SER**), as well as on supplementary information and documentation listed in Section 1.1. All the



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

documentation was provided either by the FE/KAA or has been publicly available through different channels.

Due to the Covid-19 pandemic, the assessment process did not include site visits to FE locations. The evaluation has therefore been done entirely via online interviews and by means of document consultation. Insight into the available infrastructure was hence gained by analysing the video clips provided [44][50][51][52][53], as well as by direct discussions with the staff and students interviewed. Although this has not had any influence on the objectiveness of the assessments made, nevertheless the process has still been somewhat hindered by the inability to undertake physical inspection of the FE facilities and operational procedures.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2. PROGRAM EVALUATION

### 2.1. Mission, objectives and administration

The mission of the UUHP has been set to establish a competitive academic institution oriented at providing quality education “by conducting scientific research and contributing to innovation, in line with the demands of the labour market and the community locally, nationally and beyond” [47]. The mission of the Study Programme assessed is to provide students with practical management skills in the context of global enterprises, as well as the necessary skills and intellectual capacities for international business careers and productive leadership in an economic system based on free markets and private enterprises [48].

Although it may be deemed the Study Programme has been aligned with the UUHP mission and vision statements, it needs to be said that both statements are somewhat generic and as such fit for a variety of possible academic and/or business outcomes. The mission and vision statements do not suggest UUHP’s/FE’s comparative advantages and unique discriminators on the market, neither do they imply their strategic orientation with respect to the geographic area of interest, research focus or target academic relevance/market share. Furthermore, given that in the globalised world any study programme of today must “...provide students with practical management skills of the global enterprises...” the mission and vision of the Study Programme are hence applicable to any higher education programme of today. As such, even though it may be deemed that the Study Programme has indeed been aligned with the university mission, the programme’s mission does not suggest in any way what current and future specific strategic needs of the institution and the local community are expected to be serviced by the Study Programme, neither it recognises any of the critical trends of the 21st century’s industry/economy.

As suggested earlier, the FE keeps a close contact with the IAB as the FE’s most important advisory body membered by representatives from the local business sector. The feedback received from the undertaken interviews clearly shows IAB’s commitment and understanding of challenges faced by the FE. Nevertheless, the interviewees have also suggested and proofs were presented that requests were made proposing changes to be made in the Study Programme such that to address customs and freight forwarding issues [29]. Even though the



same was reported to have been further substantiated by feedbacks from almost 40 agencies/companies expressing very much the same concerns regarding the availability of the skilled personnel on the labour market with good command of the forwarding business, it remains unclear whether these requests have been taken into consideration, and if so, what concrete action plans have hence been developed and/or realised.

Generally speaking, the Study Programme may be deemed as sound and corresponding the needs of the local economy, especially if generating more export-based revenues happens to be an important objective. From the SER and feedbacks gained in the undertaken interviews, the expected outcomes may be summarised as the capacity of the graduated students to run and manage Kosovo-based businesses in an international context and/or to provide know-how on how to internationalise existing businesses currently operating locally/regionally. However, if the Study Programme syllabi are analysed in more detail, it may be seen that out of the total of 38 study modules, only six (6) of them – namely the “Basics of International Management“, “Intercultural Communication Management”, “International Business Environment”, “International Finances”, “International Business” and “European Economic Integrations” – deal with international business undertaking. Moreover, if the syllabi are compared against the syllabi of the Business Administration study programme (Table 1), it may be seen that much of the study modules are taught in both programmes or include rather repeating content (for instance the descriptions/learning outcomes of the “Basics of the International Management”, “International Business Environment” and “International Business” modules are almost the same). It hence remains unclear to what extent the Study Programme should be valued as unique in Kosovo offering specific knowledges to the graduate students in dealing with international business.

Table 1: Comparison of the Business Administration and International Management study programme syllabi

	Business Administration	International Management
Academic Writing	✓	✓
Accounting	✓	✓
Accounting Information System	✓	
Auditing	✓	
Basics of International Management		✓
Basics of Management	✓	
Basics of Marketing	✓	
Business Communication	✓	
Business Decision Making	✓	
Business English I	✓	✓
Business English II	✓	✓
Business English III	✓	✓
Business Ethics	✓	



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

Business Hotel Management / Touristic Potential Management	✓	✓
Business Informatics	✓	✓
Business Law		✓
Business Mathematics	✓	✓
Career Development		✓
Consumer Behaviour		✓
Corporate Finance	✓	
Corporative Governance	✓	✓
E-Marketing	✓	✓
Entrepreneurship	✓	✓
Enterprise Organisation	✓	
Essentials of Finance		✓
European Economic Integration		✓
Financial Analyses	✓	✓
Financial Reporting	✓	
German Language I	✓	✓
German Language II		✓
Human Resource Management	✓	✓
International Business	✓	✓
International Business Environment		✓
Intercultural Communication Management		✓
International Finances		✓
Logistics and Distribution / Supply Chain Management	✓	✓
Macroeconomics	✓	✓
Management Accounting	✓	
Management of Change	✓	
Microeconomics	✓	✓
Market Research	✓	✓
Negotiation Skills/Leadership	✓	
Operational Management		✓
Principles of Marketing		✓
Project Management	✓	✓
Quality Management	✓	
Quantitative Analyses in Business		✓
Statistics	✓	✓
Strategic Marketing		✓
Turkish Language	✓	✓

As Kosovo economy is largely service based, with developing tourism sector and emphasis on agricultural production and modest industrial production capacities, the potential employers of graduates of the Study Programme come primarily from the SME sector, such as trade companies with significant import and export activities, logistics and customs operators, as well as HORECA sector companies (hotels, restaurants etc.). Such job positions emphasise the importance of communication in the native language of business partners, and in this regard the IAB has been strongly suggesting fluency in target foreign languages to be among the most important learning outcomes of the Study Programme. Although the Expert Team indeed welcomes such a focus on concrete needs of the local businesses, outputs of a BSc level study programme (Level 6 of the Kosovo National Qualifications Framework)





Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

must include advance knowledge and critical understanding of the given study field which for sure goes beyond mere fluency in English, German or Turkish. In this regard, it is highly recommended that the syllabi are improved such that to exclude repeating content and bring concrete state-of-the-art paradigms, know-how and practice into the learning outcomes.

If the availability of information is checked for how accessible vital info on the FE and the Study Programme are on online resources such as the university/faculty website, it appears that there are two different fully operational extranet sites available to the students and general public. The first and most likely older site uses the URL address <https://old.uni-prizren.com/en>, while the second site is accessible on <https://www.uni-prizren.com/en/>. There is a link to “old” site from the upper right corner of the “new” site. As these two addresses are both indexed in the search engines and contain somewhat overlapping information, it is difficult for an outside viewer to discern which site is the relevant one for a given inquiry. This is especially important when searching for publicly available quality documents aimed to attract interest at prospective students and business partners.

Ethical issues are properly addressed. There are formal procedures defined for managing any types of ethical misconduct. Also, there are two anti-plagiarism software systems available to check the work of students and academics. One software provides the possibility to check papers written in Albanian, while the other enables paper checking in English. The teaching staff and students are aware that work is checked for such issues.

The FE as an institution considers the following internal performance indicators to be critical for the overall quality assurance of the Study Programme:

- Average evaluation of the quality of the program through a survey with students;
- Large number of students in relation to the academic staff;
- High percentage of students who successfully complete the academic year;
- Large number of students who participate in the assessment process in learning;
- Good overall student assessment of course quality;
- High percentage of student participation in course assessment during two semesters;
- High evaluation of administrative services by students;
- Large number of recent publications of scientific papers in prestigious international journals indexed on electronic platforms according to the criteria of the UUHP statute and the Kosovo Ministry of Education, Science and Technology (MEST);



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

- Large number of publications of monographs and books by the regular FE staff in recent years;
- Large number of scientific papers presented at international conferences;
- Large number of citations of the papers of UPZ lecturers in scientific journals for regular academic staff.

There seems to be a tight cooperation between management of the faculty, quality assurance representatives, teaching staff (professors and teaching assistants) and the administrative staff. The FE has established appropriate cooperation relations with the external stakeholders that include local community, enterprises, and recent forming of the ALUMNI association of graduates.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. *Undertake more refined analyses of the specifics of businesses and economy in the target geographic area(s) and identify which industry/business niche is reasonable to be treated as key/strategic for FE's future development. Take into account the current dependence on external funding and steer the findings towards sustainable self-financing utilising state-of-the-art business paradigms and concepts such as energy efficient business, green logistics, net zero carbon manufacturing and others. Update the key strategic documents, mission and vision accordingly. If needed, hire external consultants to undertake such surveys and analyse feedback.*
2. *Extend the current partner database with industry partners outside the domicile geographic area and run surveys on industry needs taking into account a much wider set of business profiles. Compare these needs against the findings coming from the realisation of the recommendation #1 and make sure the justification of the supposed international context of the Study Programme goes beyond the mere fluency in English, German and Turkish.*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

3. *Consolidate the two extranet Web pages operated by the UUHP by migrating all documents from the older site to the new site, so accessing the content from outside the university would be straightforward and providing unique up-to-date information.*
4. *Not a single KPI denoted by the FE and the Study Programme is measurable. KPIs are defined in fuzzy terms such as “large”, “average”, “good” or “high” and as such do not allow for outputs to be quantified and success valued correspondingly. It is hence recommended to define a clear, small set of measurable S.M.A.R.T. KPIs that are tracked and assessed bi-annually for progress as a part of the ongoing quality assurance activities.*
5. *Improve study programme syllabi such that to exclude repeating content and bring concrete state-of-the-art paradigms, know-how and practice into the learning outcomes (see under #1).*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2.2. Quality management

During the reaccreditation audit, effectiveness and robustness of the quality management control system was checked. The FE operates a system of checks and controls of all the components of the education process, and these are participated by all staff members and students. The Study Programme is run using a system of procedures that are formalised in the corresponding regulations and most of these are available to all the stakeholders. Quality assurance (QA) is maintained and enforced in a way that the university-level Quality Assurance Central Committee has the upper hand in dealing with quality management and as such the FE QA staff is focused more on collecting relevant information and passing it up the hierarchy for the corresponding decision making and steering. This casts a doubt on the ability of the FE and its quality management procedures to exert their own decision making and thus influencing the education process.

Furthermore, it remains unclear how often the university-level Quality Assurance Committee reviews and updates the QA-related questionnaires. This has indeed been done on a regular basis to reflect current trends, however the updating frequency remains unclear so does whether the process has been regulated or not, and if so, by which concrete regulatory documents. The key regulatory document dealing with QA-related issues is the Quality Assurance Regulation [15] which defines UUHP QA ecosystem and stipulates rules of engagement of any of the QA system element. In this regard, in Articles 7 and 15 of the regulation general indication on the assessment frequency is provided, but it remains unclear whether these frequencies are applicable to the questionnaire updating processes or not.

The questionnaires are distributed to involved parties in a digital format using an online software solution. Both the teaching staff and students are unable to proceed with their corresponding academic processes (for example, enrolment to the follow-up academic year) before they provide the requested feedback using online questionnairing facilities.

The FE uses services of the IT Office, as a separate organisational element, to provide corresponding logistics to the online feedback collection system. Students get assigned their credentials for accessing the internal IT system for a variety of educational purposes. The credentials include individual usernames and changeable passwords to secure adequate privacy intrusion protection.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

The report of the QA Committee at the faculty level is drafted twice a year on January 30 and June 30 of each year [15]. Example of such a report is provided in [20]. Even though the document has been written in Albanian, it seems to demonstrate that it relates to performance of the academic staff only. Also, the scoring presented suggests a rather uniform pattern leaving certain doubts on the objectivity of such evaluation as well as on the integrity of the conclusions made. In addition to the report of the QA Committee intended for internal circulation, a summary of findings from regular QA analyses is provided for public use too [57]. Nevertheless, the availability of such documents is rather scarce (only one single document available at the UUHP website), and the data provided in the sample report includes only basic statistics on the issues evaluated, without explaining further the methodology or how the results achieved correspond to the objectives that had been set beforehand.

Continuous improvement is achieved through PDCA (Plan-Do-Check-Act) cycles, yet it remains unclear whether there were any suggestions for improvements to be made and has tracking of the execution been followed up in a systematic manner. All course curriculum content and syllabi are corrected according to course report feedback information annually.

There seems to be limited possibilities for external education of the QA team that is executed primarily by means of longitudinal knowledge transfer, and educational workshops organized by the KAA. However, no proofs of any external QA knowledge transfer have been observed in the undertaken evaluation process.

**Compliance level:** Substantially compliant

**ET recommendations:**

1. *For all formative quality assurance documents, where applicable, it is suggested to introduce a “review before” field with date to be reminded of the next revision date according to acquired input.*
2. *Envisage budget for external additional education of quality assurance staff (for example, ISO Lead Auditor accreditations or Six-Sigma, Kaizen and similar external*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

*educations and certifications) to ensure continuous quality learning for the personnel dealing directly with the quality issues.*

- 3. Define a small robust set of KPIs, as described under “Mission, objectives and administration” that are relevant for this programme, track them and review annually for ongoing applicability.*
- 4. Generate adequate QA reports intended for public dissemination and publish them regularly. In addition to providing a summary of the achievements accomplished in a given period, such reports need to value these achievements against the strategic objectives that had been set beforehand.*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

### 2.3. Academic staff

The teaching staff competences comply with the legal requirements given in the MEST Administrative Instruction on Accreditation [40]. During the audit interviews, the teaching staff has verbally confirmed to have been complying with the regulations governing work contracts, time worked, observed vacation time, ratio between teaching and research activities (70:30%) and similar. Even though the complying was not substantiated by individual proofs, the expert team has found no grounds to deem these claims untrustworthy.

All teaching assistants are PhD candidates, which is something the FE should be complimented for. Also, assistants seem to be progressing well with their PhD studies and are likely to receive their degrees soon. The PhD studying is typically done at foreign universities the UUHP has got partnership with. Furthermore, many professors have received their degrees from programmes taught at foreign universities in Bulgaria, Turkey, Slovenia, Serbia, Slovenia, Austria and elsewhere, thus further improving FE's knowledgebase diversity and operational internal management capacities.

There seem to be somewhat limited opportunities for the academic staff to broaden their experience and exercise personal development trainings once employed at the FE. The reasons for this are mostly institutional and related to the international status and recognition of Kosovo. Visa regimes are strict, and it takes months to get a visa for research visits or for attending conferences, thus greatly impeding research-based mobility and knowledge share. Further limits exist for budgetary reasons given that the FE strongly depends financially on external funding sources.

There is a sufficient number of engaged professors and teaching assistants to cover assigned teaching activities in compliance with the corresponding KAA standards. No professor or assistant gets engaged above the assigned hourly quota of teaching activities. The feedback from the professors interviewed suggests that they are able to fit their research activities within the contracted framework which includes teaching and student/programme administering in addition to research.

There are formal processes in place to assess the work of every individual member of the teaching staff, including self-evaluation, peer evaluation and student questionnaires. The





Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

corresponding feedback is passed to the Dean's office for summarised evaluation and dissemination of the findings. Teaching strategies and learning materials are reviewed for content and quality, as evidenced by the dates on the syllabi forms, however most of the former include standard teaching methodology and does not utilise advanced cutting-edge techniques and paradigms.

Provisions for retirement and, if needed, extraordinary prolongation of teaching arrangements are also in place. All academic staff retire at the age of 65 as defined by the applicable national law, and they can then be employed as external part-time collaborators.

The FE maintains a favourable 71:29% engagement ratio between full-time and part-time senior academics (professors), and 69:31% engagement ratio among the assistants [1].

Involvement of the academic staff in provision of consultancy and other expert services to the community seems to be limited. This probably originates from the lack of practice to engage faculties in provision of consulting and professional services, as they are more likely to be contracted by international consulting companies operating in Kosovo. Also, there is no scheme in place to share generated income between project team members that have attracted this additional revenue stream, the FE and the UUHP. However, there have been recent discussions to devise such a scheme as a part of the ongoing creation of the regulatory set of documents for the planned Centre for Research, Innovations and Knowledge Transfer that should be used to streamline such efforts. Presently, consultancy services are provided rarely and *pro bono*.

Among weaknesses, it becomes immediately apparent that development programmes for new or current staff targeting their teaching skills are not offered by the institution and that a number of staff do not exercise English fluency, thus greatly limiting their ability to assimilate new knowledge, considering that most research is nowadays published in English. Furthermore, there are significant institutional limitations imposed over the way how the research staff is appraised and motivated to achieve excellence in their academic record and general professional undertaking.

**Compliance level:** Substantially compliant



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

**ET recommendations:**

- 1. Increase the level of English fluency for all the stakeholders of the teaching process. Explore the possibility of gamification and non-material incentives in achieving English language adoption goals and propose a simple yet effective plan to target different groups (students, professors, teaching assistants, administrative staff). This could include the effective use of e-learning and online courses.*
- 2. Seriously engage local community, enterprises and even neighbouring countries that could benefit from doing business in the same language in providing consultancy services that could generate new revenue streams. Continue with the efforts to create and formalise revenue sharing schemes that would be attractive for all the involved parties.*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2.4. Educational process content

The Study Programme follows all major determinants of the National Qualifications Framework and the Qualifications Framework of the European Higher Education Area, combining and harmonizing the theoretical part of the courses/subjects with their practical implementations. Nevertheless, as discussed earlier in Section 2.1, it would be somewhat expected from a study programme focusing on international context of business undertaking to include far more advanced concepts and critical understanding of the given study field going beyond mere fluency in English, German or Turkish, and good command of customs and forwarding business. Even though the programme syllabi are rather condensed and provide basic information on the course content only, it may still be concluded that the Study Programme offers rather standard set of knowledges and practices, with only marginally addressing some cutting-edge business paradigms. Examples of this are abundant. Thus, for instance, if the syllabi of the Operations Management or International Business Environment study modules are consulted [2], it may be seen that paradigms such as “just-in-time-delivery”, “disruptive technologies”, “green transition”, “industry 4.0” and others are barely touched upon. Indeed, it may be speculated that dealing with these paradigms is somewhat hidden in the rather generic lecture titles, nevertheless, given the learning outcomes set, it is more than obvious that further work needs to be done to bring these new ideas, concepts and paradigms of the 21<sup>st</sup> century business closer to the students.

Furthermore, some study fields are reasonably suspected to be overrepresented, and their content is likely to be repeating and hence redundant. Thus, for instance, Marketing as a study field is represented directly by three separate modules “Principles of Marketing”, “E-Marketing” and “Strategic Marketing”. Even though it may be argued that any study programme focusing on business administration should have at list one study course on marketing per an academic year, nevertheless, in the given Study Programme marketing issues are also taught in many other study courses such as the “Consumer Behaviour”, “Logistics and Distribution”, “Informatics in Business” and even “Business English” courses. In addition, given that any successful marketing of today is difficult to be imagined without appropriate digital context and online content distribution, to keep a separate study module entitled as “E-Marketing” in addition to modules entitled as “Principles of Marketing” and “Strategic Marketing” is somewhat tautological. Such modules should therefore be adjusted



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

such that to match digitally heavily supported operational practice of modern business undertaking of today.

As said earlier in Section 2.1, study courses dealing with international context of business undertaking are primarily the “Basics of International Management“, “Intercultural Communication Management”, “International Business Environment”, “International Finance”, “International Business” and “European Economic Integrations” courses. However, if the CVs of the study courses’ heads are consulted [3][58][59], it may be seen that, apart from purposes related to academic exchange or degree obtaining, all but one academics (namely Mr Demir Lima) haven’t got any professional experience in working in international business sector companies. It is hence unclear to which extent Study Programme’s learning outcomes such as the ability to develop “*the necessary analytical skills and reflect on business issues happening in the global markets*” are likely to be achieved if the teaching process does not involve lecturers with adequate professional experience.

In addition to the above learning outcome, the Study Programme states the following capacities the students are supposed to acquire upon graduation:

- Ability to embrace sustainable theoretical and practical knowledge of behaviours, and local and international business activities.
- Ability to develop adaptability and flexibility of access and the ability to initiate and respond positively and appropriately to changes.
- Prepare for career in business, efficient management or areas related to management and leadership for the sole purpose of contributing to Kosovo society and to global management.
- Ability to apply the knowledge gained to solve problems scientifically and without prejudice.
- Gaining social and intercultural competences.
- Ability to perceive ethical behaviours and norms, and apply them in practice.

Even though the learning outcomes may indeed be deemed as matching the nature and complexity of the Study Programme, all of them are rather generic and as such applicable for a variety of different purposes and study programmes taught. It is therefore recommended that learning outcomes are thoroughly analysed and redefined such that to reflect concrete capacities a student would acquire upon graduation.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

All the curricula have got analytical syllabi which provide info on the discipline's objectives, basic thematic content, learning outcomes, the distribution of classes, seminars and applicative activities, bibliography list, and other such important course information. Full course descriptions of each of the subjects taught were provided in electronic form [2].

Many students and academic staff taking part in the Study Programme speak foreign languages such as Turkish and Bosnian, which are widely spoken in the Prizren region as a result of local demography and considerable presence of the given ethnic minorities. It is hence planned that three study courses (one course for each academic year) would be taught in English in addition to Albanian. These are the following: Statistics (Semester 1), International Finance (Semester 4), and Business Ethics (Semester 5). In discussions with the current students, it has been made apparent that both the students and the faculty are doing their best to accommodate minority students, students struggling with Albanian language and other such students experiencing difficulties with following the lecturing process. Also, graduates have explained that the teaching staff has been willing to provide extra assistance to those students who had to briefly interrupt their studying (for example, because of health reasons) and temporarily “freeze” their student status.

Both the students and the graduates have expressed a high level of satisfaction on teacher-student relations. The teaching staff is clearly available to assist students even outside of regular working hours and the assistance provided very often goes beyond minimum required relations. Academics are always available to mentor the students for their final thesis and students have the opportunity to select a preferred teacher from a list of potential mentors. Furthermore, the communication is undoubtedly effective, and the professors and assistants exercise a practice in which open hours are defined during which academics are available for face-to-face consultations. In addition to that, consultations and responding to student inquiries by means of e-mails and even social networks have also been exercised. It is praiseworthy that some of the professors even view their engagement in the programme to be not only merely a job, but a life mission and they seem to have really been treating it as such.

Methods of student examination assessment are defined in the syllabus of each of the subjects taught. Students are informed at the beginning of each semester about the course syllabi as well as the final assessment methods and continuous knowledge checks.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

There is a formal procedure in place in cases where a student disagrees with the assigned exam mark. The marking process is explained to students firstly by the assessing academics and if there are stills doubt about the grading, a formal process including appealing to the Dean's office may be kicked-off. In such cases the motion is evaluated by the Dean and if deemed appropriate a special committee is formed aimed to assess the acquired knowledge of the complaining student on the subject in dispute.

For practical student work a tutor is assigned to each individual student from the teaching staff. Separate practical work ie. Internship is organized as a part of the study programme in a form of a standalone course with institutional coordinator. The students are engaged into internship through the Kosovo Business Alliance which allows all third-year students to get a placement at businesses, financial institutions and/or public enterprises for a duration of 60 hours. In addition to the agreement with the Kosovo Business Alliance, as discussed earlier in Section 1.3, the FE has also signed cooperation agreements with several successful businesses in the region [12] as well as with a number of academic institutions ranging geographically from the Polish WSB University in Dąbrowa Górnicza to Turkish universities such as Eskişehir Osmangazi University, Kütahya Dumlupınar University and others. In the course of the given evaluation, the FE has provided proofs of the total of 41 such cooperation agreements signed.

The exams are organized into three regular periods: the January exam period, the June exam period, and the September exam period. Due to the Covid 19, in the academic year 2020/2021, classes were held online through the University Management System (the so-called SMU) using Google Meet, while exams were held in classrooms with physical presence, according to the guidelines from the MEST.

Exams are held in the form of a written test, an oral exam, or a combination thereof. However, to adapt to the specifics of different courses, professors can also examine students through mid-term exams, course assignments, tests and practical exercises. Student assessment is regulated by the Regulation on the Determination of Basic Study Criteria.

**Compliance level:** Partially compliant



**ET recommendations:**

1. *During the next possible programme syllabi revision, seize the opportunity to renew the structure and content of some of the offered courses and bring them closer to the modern requirements. Some courses could be joined together, others might be absorbed. Consider the following:*
  - a) *Courses Microeconomics and Macroeconomics could form Basics of economy.*
  - b) *Principles of Marketing and Strategic marketing could be one course (Marketing).*
  - c) *Essentials of finance and international finance could be one course (Financial management)*
  - d) *Difference between International Business Environment and International Business is not clear, so these two courses could be merged.*
  - e) *It is suggested to introduce a course on Quality Management.*
  - f) *Given that operational management function is a part of corporate governance, consider that the corresponding two study courses are merged into one single course.*
  - g) *If possible, create a standalone course to deepen the topic of modern digital marketing and related themes (social networks, Metaverse, IoT etc.)*
  - h) *Consider allocating fewer ECTS points to the Academic Writing module as its complexity and nature cannot be seen as matching the complexity of modules like Entrepreneurship or International Finance carrying the same number of ECTS credits.*
  - i) *Include elements of green and low-carbon logistics in the Logistics and Distribution module. Make sure the learning outputs include basic knowledge on underpinning technologies.*
2. *Integrate the research results of all teaching staff into the syllabi of the respective courses. This should also reflect on the elective literature of individual courses.*
3. *Involve in the teaching process lecturers with appropriate international business acumen and professional experience, at least in the form of guest lecturing or similar supporting involvement type.*





Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2.5. Students

Mandatory lecture groups of students are comprised of up to 100 students. Elective course groups are sized 20-100 students while exercise groups are formed such that to include up to 50 students. It is evident that the FE has been struggling with available space to accommodate such large student groups, especially for supporting activities. The staff members have explained that rules for student attendance were more rigorous in the past two years due to pandemic and the situation has been improving since. In discussion with the students, it may be concluded that they did not consider the challenges with inadequate capacities to have been obstructing their learning process. Despite the challenges, feedbacks to the students on their performance and learning outcomes seems to have been prompt and fair. All the feedbacks are registered in the centralized electronic system (SMU).

Both students and graduates interviewed expressed their satisfaction with the teaching process and strongly complimented the student-professor relationship as well as teacher's availability in assisting them with practical advice and support in various tasks assigned. Students see professors and assistants more like their partners rather than someone they are supposed to be subordinated to.

The dropout rate is around 10% and it has got recently increased from 5-6%. Key reasons for the dropping out are in line with general circumstances in Kosovo economy, meaning that students very often leave the country to start their work or continue education abroad, or, alternatively, they get employed locally and for primarily financial reasons decide to discontinue their studying. Recorded employment rate of the graduates exceeds 60% which leaves considerable room for improvements to be made.

The students are aware of both anti-plagiarism software systems used by the UUHP and the fact that their work gets to be checked for ethical misconduct and proper resource citing. However, it remains unknown to which extent plagiarism is exercised and recorded in practice. Also, from the feedbacks acquired through the interviews undertaken it may be concluded that both the FE and the UUHP may invest far more efforts in promoting ethical behaviour and academic excellence amongst their staff as well as in the local community. One way of achieving this is by organising thematic events open to general public which



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

would challenge typical perceptions of ethical behaviour in the local community and offer new concepts and discourses in dealing with the matter.

As discussed in the previous section, in cases where a student disagrees with the assigned exam mark, a formal process including appealing to the Dean's office may be kicked-off. Students who are unsatisfied with the grade may hence file a complaint within 48 hours after the announcement of the exam results, and should the complaint be deemed genuine, it is followed by the Dean or the Vice-dean appointing a special commission membered by three academics to hold another exam. The student has got no right to file another complaint against the evaluation of the commission.

The FE runs its alumni services through the Centre for Careers and Alumni, however at the moment communication with FE alumnus is rather modest and includes only limited set of activities. Most of the graduates interviewed demonstrated no knowledge of the very existence of the FE alumni network, let alone to have been participated in the teaching process as a result of his/her alumni membership.

**Compliance level:** Substantially compliant

**ET recommendations:**

- 1. Increase student involvement promoting the Study Programme and reaching out to the local community, using them as ambassadors of the Faculty and the University. Actively use online resources to achieve set goals – virtual fairs, presentations or activity on the social networks.*
- 2. Strengthen the role of Alumni network, exploring cross-synergies with the Industrial Board, attempting to provide more speeches, workshops and collaboration between the graduates, employers and other stakeholders.*
- 3. Promote academic excellence and ethical behaviour among students and in general public. Organise dedicated thematic events which would discuss these issues in the context of Kosovo local economy and global internationalisation trends.*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

- 4. Update the strategic plan such that to include activities aimed at tackling employment of the graduated students. Set the graduate employment rate to be 80% or higher in the current strategic planning period. Make sure the Centre for Innovations and Employment take substantial part in realising these activities.*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2.6. Research

The importance of research has been recognised in the very mission and vision statements of the FE (SER, p8) which outline the “*advancement of research capacities in areas of interest to FE*” as one of the institutional objectives. Although such an objective is something the FE should be complimented for, nevertheless, it is not entirely clear which research areas are of FE’s primary interest. Moreover, even feedbacks from the interviewed academics could not provide a straightforward answer to that. There are certain areas of expertise and achievement records which undoubtedly prove the FE enjoys a good reputation in Kosovo (eg. an FE academic who also serves as an advisor to the Kosovo Prime Minister), nevertheless, most of them are results of individual undertaking rather than a consequence of a well thought off strategic planning and systemised operating practice. The FE and the UUHP have indeed generated certain documentation base to provide strategic framework for their research work [37][38], however the formal documents do not provide clear indication on which research fields, disciplines and practice are of FE’s strategic interest. In this regard, as suggested earlier in Section 2.1, it is recommended the FE identifies which industry/business niche is reasonable to be treated as key/strategic for the future development of the FE and its research competences and reputation.

In the SER it is claimed that promoting scientific research includes the implementation of incentive measures through monetary rewards for academic staff publishing papers in scientific journals indexed on the Web of Science and Scopus platforms. Given the feedback from the interviewed academics, each researcher must therefore submit an annual research plan which includes application for coverage of the thus incurred publishing or conference attendance fees [55]. In most of the cases, this gets to be easily approved, especially if the tracklog of previous accomplishments in the given research field is solid.

Currently, the FE is in the process of establishing a Centre for Innovation and Employment, which was conceived as an output of the project called “Creating Theory to Practice Centres for Innovation and Employment” co-financed by the Erasmus+ program. The centre is aimed at organising joint research activities of academic staff and students, and it is intended to build up FE’s research profile and hence generate new research-related revenue streams.

In discussion with the academics and the students, it became apparent that a fruitful cooperation has been established between them, and best papers summarising student’s thesis



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

get to be published. Moreover, student get to be involved in the research process and, according to the feedback gained in the undertaken interviews, their work may also be published on the UUHP website. The UUHP also operates a journal indexed in some scientific indices, and it is sometimes used for research publishing too.

Main downsides of the current research output are that it is mostly oriented towards paper publishing and conferencing. At the same time, according to the presented evidence, participation in regional, cross-border or international research activities and projects is, albeit existing, rather marginal.

Performance of the academic staff is evaluated annually and includes the evaluation the individual contribution in the given scientific research activity. Evaluation of scientific research work is regulated by applicable guidelines and summarized in a structured assessment report titled “Evaluation report for scientific publications and conference attendance” [39].

A comprehensive list of scientific papers published in journals and conference proceedings is enclosed in the SER. There are no convincing arguments which would prove that results of the undertaken research get to be regularly incorporated in the course syllabi.

In the SER, there is no mention of how intellectual property rights (IPR) are protected in research outputs. From the feedbacks collected from both the students and academics interviewed, it may be concluded that there seems to be an effective practice in place through which the potential IPR breach is first assessed by the Dean’s office and then, if needed, by a corresponding one-off committee. However, it remains unclear how the commercialisation potentials of a research work are assessed and regulated, neither it is known what would be a breakdown structure of a thus generated research revenue.

While in the SER it is claimed that FE academics provide a variety of consultancy services and expertise to businesses, industries, institutions and community organisations different in type, size and capital, and that the provision of these services represents an important mechanism for the FE staff to extend their knowledge and personal competences, it seems that consultancy provision is rather incidental and mostly done pro bono as there is no clear guideline on revenue sharing between the university, faculty and the research team. Such circumstances have been recognised to have been impeding more concrete developments on



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

research commercialisation, and in this regard discussions on how to remedy these impedances are ongoing.

**Compliance level:** Partially compliant

**ET recommendations:**

- 1. Identify which industry/business niches are reasonable to be treated as key/strategic for FE's future development of the institution and its research competences and reputation. Create a clear definition of the areas of scientific interest and communicate them to the FE researchers and academics. Generate a corporate-like culture in which every team member would have a clear understanding what are the most important research objectives and accomplishments so far.*
- 2. Validate continuously research results through the newly established Centre for Innovation and Employment by means of trend monitoring, market researching and business sector inquiring.*
- 3. Create a clear revenue sharing scheme between the University, the Faculty and the researchers to attract additional research-based revenue streams. Approach the business sector proactively by creating a service catalogue of services able to be provided by the FE research teams. Invest into marketing and promoting FE accomplishments.*
- 4. Create a regulation on the IPR treatment for all involved stakeholders. Facilitate and encourage IPR protection and rules on its treatment throughout the research process. Make sure the regulation addresses commercialisation potentials too.*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

## 2.7. Infrastructure and resources

The FE (UUHP) is a publicly funded institution and as such enjoys the comfort of – to a certain extent – secured long-term financial stability through public funds. However, the FE management has still demonstrated high awareness of the importance of securing self-generated income in further development of both the university and the FE, as well as in keeping focus on excellence and high standards in their staff performance and infrastructure. Nevertheless, although the Study Programme has been well advocated by both the FE management and the IAB members interviewed, the FA has failed to provide assurances for its long-term sustainability, or, alternatively, proofs of a well thought-off phase out plan. It needs to be said that the Study Programme had experienced difficulties with acquiring formal approvals in the past, hence, long-term sustainability planning would indeed be somewhat expected to have been taken place, especially in circumstances with volatile and very often declining number of students.

The FE has provided a copy of the programme revenue and cost breakdown document [54], which may be deemed adequate and well-constructed. However, the document is difficult to vouch for long-term sustainability of the programme given that it includes only basic revenues and costs incurred without giving information on likely development costs pertinent to capacity building up. Nevertheless, as said earlier, being a publicly funded institution, it is unlikely to expect any significant lack of funding.

All operations of the FE are almost entirely done in the premises that are self-owned, and there are hence no lease or rental contracts incurred. The FE physical resources and infrastructure do not however include sports gymnasium, nevertheless this challenge has got temporarily remedied through a partnership with the Municipality of Prizren [56] allowing FE/UUHP students to use city-owned sports facilities. Although the Expert Team finds this a good example of sound operating practice, still long-term plans on building FE's own new capacities and physical infrastructure must be made. There were suggestions of the use of the nearby public park for sports purposes, however the Expert Team does not consider this to be fully realistic and trustworthy.

In both the SER and the FE/UUHP Strategic Development plans outdated infrastructure has been identified as one of the most important weaknesses. At the same time, as can be seen





from a snapshot from the UUHP Strategic Development plan [9] (table below), the plan does not foresee any investments in the infrastructure. Nevertheless, some efforts in improving the existing infrastructure may indeed be seen. In this regard, since the last accreditation visit, an elevator has been installed in the UUHP/FE main building and access to the premises for people with reduced mobility has been enabled through a separate ground-levelled entrance. Both the elevator and the separate entrance have been featured in the video materials provided by the FE [52][53].

No.	Strategic objectives	Budget Codes	2020	2021	2022	2023	2024	Total
1.	Expected results 1: Quality assurance in teaching and learning	13410 13460 14220	239,200	439,200	439,200	439,200	439,200	1,996,000
2.	Expected results 2: Development of research work	13140 13410 13460 14220	126,000	126,000	126,000	126,000	126,000	630,000
3.	Expected results 3: Collaboration and community contribution	13140 13141 13470 13620	26,000	26,000	26,000	26,000	26,000	130,000
4.	Expected results 4: The process of internationalization and networking	13450 13480 13620 14230	28,000	28,000	28,000	28,000	28,000	140,000
5.	Expected results 5: Infrastructure development	13509 13430 13480 31690 14060	384,800	31,800	31,800	31,800	31,800	512,000
6.	Expected results 6: Digitization and integrated data system	14040 31630 31680 31685 31690	163,400	108,400	108,400	108,400	108,400	597,000
<b>(1) Total expenditures:</b>			<b>967,400</b>	<b>759,400</b>	<b>759,400</b>	<b>759,400</b>	<b>759,400</b>	<b>4,005,000</b>

The library seems to include many different titles, but in most cases the library fund contains only one copy of each of the titles, and most of them are not from the field of economic sciences. This is further evidenced from the list of donated books that has been provided as a part of the evaluation documentation [41].

The UUHP provides reliable and efficient access to adequate online library resources. As a result of the UUHP's continuous efforts to improve learning and research resources, an agreement with the University Library of Pristina has been closed thus significantly improving the availability of online libraries and reputable scientific journals. The UUHP has hence become a member of the Kosovo Electronic Library Association, thus networked with all other Kosovo higher education institutions.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

The FE/UUHP runs its facility management operations in such a way that a staff member is appointed to serve as the Head of Office for Infrastructure. At the time of this writing this position has been taken by Ms. Edona Berisha.

According to the video material available [44][50]-[53], all UUHP/FE premises are well maintained and seem to have been furnished with basic equipment of adequate quality. There seem to be two offices equipped with computers, one on the ground floor and one on the third floor of the main building. These IT rooms are furnished with 25 and 20 computers respectively. Additional computer classroom has been realised as a result of donation from the Turkish KFOR armed forces. As discussed earlier in Section 2.5, student groups seem to be formed in such a way that the number of available computers for practical assignments does not impede the teaching process.

Feedback from the undertaken interviews and the content of the SER suggest that the UUHP/FE considers the lack of dormitory to be an important drawback impeding further FE's attractiveness. Nevertheless, as discussed in Section 1.3, given that the majority of students originate from the city of Prizren and the nearby settlements, the Expert Team feels addressing the dormitory issue should be treated as of secondary importance, to be planned for resolving only after much higher student volumes are generated through recommendations given in earlier in Sections 2.1 and 2.6.

Finally, infrastructure capacities are regularly monitored and evaluated through corresponding surveys assessing the level of user satisfaction. As a result of the assessments made, the UUHP management makes improvement plans and decisions on new investments in infrastructure and resources. Nevertheless, these are largely influenced by external funding available. In this regard, given that funds from both the national budget and self-generated revenues have so far been rather modest and covering mostly basics operational costs, infrastructural developments so far have largely been financed through donations. The Expert Team fully appreciates the current circumstances and hence congratulate the management for keeping high standards of business operations despite the financial challenges. Nevertheless, as has been elaborated earlier in Sections 2.1 and 2.6, it is still highly recommended that the management develops well thought-off long-term plans which would focus on raising the FE profile and competences in specific research/academic fields and disciplines, thus making it possible for future infrastructure developments to be entirely funded from hefty international research based funds.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

**Compliance level:** Partially compliant

**ET recommendations:**

- 1. Increase the book stock related to the programme, especially the topics that are part of the syllabi and related disciplines. Identify the most important teaching material according to disciplines and attempt to enrich the library with economic titles.*
- 2. Explore the possibility of donations, or in-kind cooperation or exchange of services for the consulting, that would result in provision of local sports facilities access for the programme students (for example, exchange of marketing plan creation of marketing campaign provided by the FE for free access to the sport facilities or other such conveniences).*



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

### 3. OVERALL EVALUATION AND RECOMMENDATION OF THE EXPERT TEAM

The Expert Team would like to point out that University “Ukshin Hoti” Prizren and the Faculty of Economics evaluated both seem to be well organised institutions and enjoy a good reputation within the local community and regional businesses. The Bachelor of Science in International Management study programme seems to be well prepared allowing students to acquire solid foundations for either continuing their master-level education or pursuing their professional careers by taking up positions focusing on importing and exporting goods, service provisioning or in tourist industry, especially the HORECA sector.

Due to the Covid-19 related issues, the assessment process did not include any site visits to UUHP/FE locations, nor it included physical face-to-face interaction with the interviewed stakeholders. Although it may be argued that such circumstances may have influenced the objectivity of the conclusions made, the Expert Team has made every effort to make the conclusions sound, substantiated by concrete evidence and not a result of speculation or misjudgement.

In this regard, in every section a set of recommendations has been given to address the issues raised through the evaluation process. The Expert Team emphasises that all of these recommendations should be seen only as guidelines aimed at improving the overall quality of both the Study Programme evaluated as well as the institution as a whole. In this regard, it remains to the FE management and staff members whether these recommendations would be found affirmative and hence put into practice or disregarded. Still, in addition to the recommendations made, the Expert Team would also like to make a few summarised general comments on the matters to be complimented for, as well on those which leave room for further improvements. These are as follows:

1. In the course of the undertaken evaluation and interviews held, the FE Management and staff members have all demonstrated excellent reasoning and sound justifications to all the challenges and issues discussed. The Expert Team has hence been left with an impression that the FE has been run by a team of highly qualified and skilled individuals, able to provide adequate operating practice in rather challenging times and with limited financial resources.



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

---

2. Very good feedback by the students suggests significant efforts have been invested by the academic staff in reaching the teaching and learning objectives set, and these efforts often go beyond typical requirements of a teacher-student relationship.
3. The FE seems to be well organised and exercises good business and academic practices.

However,...

1. Although the FE has introduced a number of regulations, plans and frameworks aimed at reaching the highest standards of academic and research practice, the FE has failed to streamline its specific areas of expertise, thus moving itself away from potential significant revenue sources originating from the corresponding research and academic excellence.
2. For an institution that prides itself to be very much market research savvy/driven, more refined research on trends and forecasts need to precede any business or academic undertaking, in addition to recommendations from the external advisory bodies.
3. The FE also must exercise new ways of attracting interest by eg. finding alternative revenue sources, promoting itself through modern communication channels and campaigns, as well as by including in the teaching and research processes qualified external staff members with international academic and/or business record.

Taking into consideration the content of the SER and its annexes and documentation made available, along with the information gained through the undertaken interviews, the Expert Team finds the Study Programme evaluated to have met the KAA reaccreditation requirements with the following level of compliance:



Republika e Kosovës  
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency

Standard	Compliance level
1. Mission, objectives and administration	Substantially compliant
2. Quality management	Substantially compliant
3. Academic staff	Substantially compliant
4. Educational process content	Partially compliant
5. Students	Substantially compliant
6. Research	Partially compliant
7. Infrastructure and resources	Partially compliant
<b>Overall compliance</b>	<b>Substantially compliant</b>

In conclusion, the Expert team considers that the Bachelor of Science in International Management study programme offered by The Faculty of Economy of the University “Ukshin Hoti” Prizren is **substantially compliant** with the standards included in the KAA Accreditation Manual and, therefore, recommends **accrediting** the above study programme for a duration of **three years** with not more than **200 students** to be enrolled in the programme per academic year.

#### Expert Team

Chair

**16.05.2022.**

(Signature)

Dražen Vrhovski

(Date)

Member

**16.05.2022.**

(Signature)

Saša Aksentijević

(Date)