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EXPERT REPORT
POST-ACCREDITATION EVALUATION
UNIVERSITY OF PRISHTINA "HASAN PRISHTINA"

Faculty Name: Faculty of Economy

Study Program: Marketing BSc

17 December 2024, Prishtina, Bucharest, Riga



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Date of Accreditation Decision: 26 July 2023

Date of Post-Accreditation Review: 13 December 2024

Experts Name:

Dr. Magdalena Iordache-Platis
Asnate Kažoka

Coordinator/s from Kosovo Accreditation Agency (KAA):

Milot Hasangjekaj, Head of Post-Accreditation Division

Sources of information for the Report:

- *Initial Improvement Report (IIR) named: RECOMMENDATIONS IMPROVEMENT REPORT*
- *Report of Expert Team for the previous accreditation/re-accreditation process*
- *Relevant institutional documentation and annexes, requested as additional documents:*
 1. *The team responsible to elaborate the plan at the MSc and the report at the BSc for the recommendation improvement*
 2. *The agreement with the NGO Toka and the lists of the actions/activities generated from this in 2024 (as it was signed in 2023)*
 3. *The agreement for community service with the Ministry of Internal Affairs (bank questions), mentioned during the site visit*
 4. *The plan of activities from the Department of Marketing already sent to the faculty level in terms of research (mentioned during the site visit)*
 5. *1 minute of the meetings of the Department of Marketing discussing to update the curriculum and integrating courses that reflect the current market needs and modern developments in the field of marketing, as declared*
 6. *1 minute of the Industrial Board with recommendation for curriculum change, such as the Graphic Design (mentioned during the site visit visit)*
 7. *The 2 agreements signed in 2024 for the field of Marketing*
 8. *The lists with the traditional conferences organized in 2024 and the new ones decided to be organized in 2025*
 9. *The list of the 10 articles published in 2024 (mentioned during the site visit) – authors and titles*



10. *Decision on establishing the Quality Commission, (mentioned in the report for BSc programme) description of the functions of this commission and the composition, if already available*
 11. *Workshop Agenda, Meeting Minutes for the workshop on 5-8 December*
 12. *Additions to the library in relation to BSc and MSc programmes since the accreditation decisions were taken*
 13. *List of publications published by the Marketing Department in 2024*
 14. *Any evidence for this recommendation "Make internship a mandatory programme feature with clearly defined learning outcomes and processes set to evaluate results achieved"*
 15. *Any other evidence you consider supporting the recommendations*
- *Site visit/online interviews*

Note: the process is based on the KAA METHODOLOGY on Monitoring and Post-accreditation Procedures

Post-Accreditation Procedure has been carried out:

- a) in distance
- b) on-site visit

Date of on-site visit (if applicable): 13/December/2024

Agenda and representatives met as part of the post-accreditation process:

<i>Time</i>	<i>Meeting</i>	<i>Participants</i>
<i>08:30 – 09:10</i>	<i>Meeting at the KAA office</i>	<i>KAA staff and experts</i>
<i>09:30 – 10:00</i>	<i>Meeting with the management where the programs are integrated</i>	<i>Prof. Driton Balaj, Dean Prof. asst. Saranda Kajtazi, Vice Dean for Teaching and Student Affairs Prof. asst. Vlora Prenaj, Vice Dean for Scientific Research and International Cooperation Asst.dr. Sead Ujkani - Coordinator for Academic Development Bashkim Salihu, Acting Secretary</i>



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10:05 – 11:25	<i>Meeting with responsible people to discuss and identify improvement</i>	<i>Prof. Nail Reshidi Prof. Visar Rrustemi Prof. Fatos Ukaj Prof.asoc. Besim Beqaj Prof.asst. Vjosa Fejza Asst.dr. Granit Baca Asst.dr. Fitore Jashari</i>
11:25 – 12:25	<i>Lunch</i>	
12:30 – 13:00	<i>Visiting Facilities/equipment</i>	
13:05 – 13:10	<i>Internal meeting of KAA staff and experts</i>	
13:15 – 13:25	<i>Closing meeting with the management of the faculty and program</i>	



Section 1: General Information

1. Accreditation Period:

- Start Date: October 2023
- End Date: September 2026

2. Recommendations Overview:

- Total Recommendations: 36
- Recommendations Fulfilled: approximately 4
- Recommendations Pending: 32

Section 2: Summary of Findings

Overall Fulfillment of Recommendations:

(Provide a general summary on the extent in implementation of recommendations from the accreditation process).

Introduction

The post-accreditation procedure was initiated according to the KAA Methodology on Monitoring and Post-Accreditation Procedures that foresees the preparation of an initial improvement report, a final improvement report, and an expert involvement for verifying the progress.

As the post-accreditation procedures in Kosovo are at an early stage and the higher education institutions do not have previous experience with it, the ET considered the self-evaluation documentation provided by the Faculty of Economy (PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS OF THE EXPERTS FROM THE 2024 ASSESSMENT) as the initial improvement report and expects a final improvement report submitted in due time before the next accreditation procedure.

Although the Faculty of Economy implements a number of study programmes in this domain that were all accredited relatively recently, it was decided to start the post-accreditation procedure with bachelor and master study programmes in Marketing.

All participants of the site visit showed commitment to addressing the recommendations, proving their involvement and providing evidence. The ET would like to highlight the level of openness experienced during this dialogue, although the process was new for all.

The ET would like to highlight that the accreditation processes in Kosovo are currently predominantly focused on programme-level. Consequently, the programme accreditation



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standards cover a number of institutional elements and this results in programme accreditation recommendations often being focused on institutional processes with a limited mandate of programme management to directly impact them.

Out of the 32 recommendations included in the BSc Marketing initial improvement plan, 7 recommendations can be considered the responsibility of the university, several other recommendations ask for university-level guidance and support in streamlining the approaches within the university. However, the rest of the recommendations are within the remit of the faculty or department.

It is therefore strongly encouraged that the initial improvement reports and final improvement reports for all study programmes are considered on the department/faculty level as a whole and relevant actions and monitoring measures are streamlined on the department/faculty level, too. For the BSc Marketing, the ET found out that 4 recommendations included in the accreditation report have been missed out in the improvement report (totaling the number of recommendations by the accreditation panel to 36). These recommendations have now been included in the total count for assessing the implementation and in the concluding table attached in the annex. These recommendations have also been mentioned under particular standards and the ET strongly recommends the Faculty to address them in the subsequent improvement plan.

Description of Actions and Evidence

1. Mission, Objectives and Administration

Status received: Partially compliant

Number of recommendations: 4

The *Recommendation 1* asks to identify which industry/business niche is reasonable to be treated as key/strategic for Study Programme and Faculty of Economy future development. As a response, the Faculty of Economy has stated that an Institute has been created within the structure of the Faculty and this Institute will provide students with opportunities to engage in research projects. In addition, the Faculty states that the actions took place during the workshop on 05-08 December 2024. The ET would like to highlight that this recommendation is focused on general development of the programme and it should be reflected in the revised strategy, mission and vision.

The evidence provided for the *Recommendation 2* is based on future actions, based on the findings outlined in the surveys and evaluations. Such a response is understandable, given the recent change to the faculty management. However, the ET strongly recommends starting with a vision by the management, rather than a response to survey results.



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The Recommendation 3 formulated by the previous expert team has not been included in the report. It asks to “*Set up processes aimed at closer involvement of the external stakeholders in the planning and development activities which is not going to rely solely on voluntarily informal communication but rather be a clear goal-driven undertaking. Meetings with the stakeholders should be held on regular basis and substantiated by not merely the typical protocolar means such as meeting minutes and similar but also by dedicated agendas, summary reports and action plans reflecting the targeted objectives.*” The ET heard about the activities of the Industrial Board, however, for the next reporting period it would be important to explicitly address this recommendation.

In response to the *Recommendation 4*, the Faculty claims that some changes have already been implemented and a further update is currently in process. The regulations central to study process are currently stored together in one section of the website. However, even the Albanian version of the Faculty website lacks the information on Faculty mission, vision and strategy. The ET strongly recommends adding this information as the updates to the website continue and as the Faculty’s strategic orientation is further clarified.

2. Quality Management

Status received: Partially compliant
Number of recommendations: 8

Recommendation 1 relates to the updates to the University of Prishtina website. While the Faculty correctly states that the revision of the university website is a central responsibility, the recommendation was related to the fact that previously instructions for accessing the quality assurance regulation were not clear and different versions of the regulatory documents were provided online and offline. As a response to this recommendation, the Faculty has provided a link to the Faculty website. Still, on the Faculty website, even in the Albanian version, the documents related to quality assurance are not easy to find and no instructions to access the university website are available. Quality assurance documentation, including the policy, regulation, manual, survey templates, external expert reports and improvement reports should be treated as a crucial element, potentially having the weight of a separate sub-section on the website. The ET strongly suggests that this is considered and that the information needs of the students and faculty staff are analysed on a regular basis.

For the *Recommendation 2* no specific and measurable evidence has been provided at this stage. The ET recommends that the Faculty systematically studies the current practices at the faculty level and first of all aligns them with the existing institutional Quality Assurance Regulation, before institutionalizing the new practices initiated based on the external expert feedback. The



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establishment of a formal Quality Commission at the Faculty level is a commendable practice and should facilitate a more systematic approach.

Recommendation 3 asks to align the Faculty's quality assurance-related actions to the institutional objectives. The Faculty has responded that the process of creating a comprehensive development strategy is ongoing and the process is scheduled to conclude by May 2025. The ET again notes the establishment of the Quality Commission that is expected to play a prominent role in this process.

As a response to *Recommendation 4* and *Recommendation 5*, the Faculty provided a link to an elaborate student survey. The ET welcomes this initiative, however, it would like to highlight that the initial recommendation in particular was focused on ensuring formal feedback mechanisms (surveys) for all parties – students, academic staff, administrative staff, graduates, employers – with a designated survey for each of these groups. At the time of the initial review, the expert team had noticed gaps both in the institutional Quality Assurance Regulation and also in the faculty-level practice regarding several of these groups, namely, the administrative staff, graduates and employers and asked to ensure relevant feedback mechanisms for them. The ET maintains this recommendation and asks to address this issue, first of all, together with the central university administration responsible for quality assurance and later, by introducing relevant mechanisms at the faculty level. The ET also emphasises that the main quality assurance processes have to be streamlined at the institutional level and that the results from the main feedback mechanisms have to be comparable between different institutional units. The same applies to *Recommendation 7* and *Recommendation 8*, as the previous expert team had noted that the current quality assurance reports are brief and descriptive rather than analytical and comprehensive and also barely focused on programme and department level. Regarding this recommendation, it is, however, the autonomy of the Faculty to use the quality assurance data to produce more analytic reports that would be more useful for making faculty-level strategic decisions and also for informing both the faculty community and general society.

As a response to *Recommendation 6*, the Faculty has provided a reference to the very recent workshop. The ET anticipates more tangible results in introducing the KPI when the next monitoring exercise is due to. The ET would also like to emphasise that the KPI should focus on the expected measurable result (target) and does not only serve for monitoring plain data.

3. Academic Staff

Status received: Substantially compliant

Number of recommendations: 5

As a response to *Recommendation 1*, the Faculty has presented updated profiles of all academic staff that are available on the Faculty website. The profiles are detailed, however, after a closer



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look at the Albanian version of the website, the most recent dates in these profiles date back to 2021 therefore it is not clear if no more recent developments have taken place.

Recommendation 2 is said to be addressed by the establishment of the Quality Commission. According to the additional materials provided, the Quality Commission was established in November 2022 with the mandate to identify the development needs and take appropriate actions to address them. In the improvement report, no specific actions have been mentioned. The ET is not convinced by the current response and strongly encourages the Faculty to take structured and demonstratable actions at the earliest possibility.

For the *Recommendation 3*, the Faculty refers to the change in the University of Prishtina statute that now allows the faculties to issue certificates for training programmes. In the opinion of the ET, this is a very good institutional practice, however, what the review panel has asked for is defining and communicating the expectations regarding individual performance and assessing it. The ET understands that establishing formal policy on this could be the next step after properly introducing the newly established initiative on training courses as these courses could form part of the expectations from the staff members.

As a response to the *Recommendation 4*, the Faculty states that the Quality Commission has been established, and is currently in the process of implementing self-evaluation and peer evaluation for the academic staff. The results of these evaluations will be included in the publicly available quality assurance reports. The ET, would, however, highlight that the self-evaluation and peer-evaluation refer to the institutional quality assurance framework and the approach should be aligned institutionally. It is therefore disappointing to hear that while the Quality Commission was established in 2022 and the accreditation decision was taken in July 2023, no actual evidence could be presented.

As a response to *Recommendation 5*, the Faculty clarifies that full-time professors are not permitted to hold positions in other public institutions unless these positions are designated as secondary roles. However, during the previous review, the expert team reported evidence that the issue of combining several job positions can be problematic in executing staff's primary duties. The ET therefore asks the Faculty to take a systematic look at this issue and investigate the situation with combining several positions and implications in order to take actions.

4. Educational Process Content

Status received: Partially compliant

Number of recommendations: 8



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For the *Recommendation 1, Recommendation 3, Recommendation 4, Recommendation 5, and Recommendation 6*, the Faculty states that these issues were discussed during the workshop 05-08 December 2024. As this was a strategic workshop and no specific decisions have been made, the ET considers that the implementation of these recommendations is still at the very early stages and the recommendations are not addressed yet.

For the *Recommendation 2*, the Faculty states that currently, the study programme has a Basic Marketing module in the first year and a more advanced Marketing module in the second year and keeping these modules separate is important to ensure a proper progression in students' understanding of marketing concepts. However, the initial recommendation of the review panel related to the fact that out of 51 study courses in total (both elective and mandatory), 19 courses refer to some area of applied marketing ranging from retail industry to tourism. The previous expert team had noted that, given that the modules tackle a rather broad area of marketing applications, it is reasonable to assume that in many such applications, basics marketing principles would remain the same and concerns may be raised as to the potential course overlapping. By providing the response, the Faculty has not clarified the concerns related to potential overlapping of the course content and how overlapping is avoided in general. The ET therefore concludes that this recommendation has not been addressed.

For the *Recommendation 7*, the Faculty states that it is taking proactive steps towards integrating internships into the program and developing a clear framework that will define the learning outcomes and establish processes to assess the results of student internships, ensuring they contribute effectively to students' practical knowledge and career development. However, at the time of ET visit, no particular evidence of completed actions was available. The ET encourages the Faculty to continue the work in a structured and evidence-based manner and present evidence of achievement until the next accreditation procedure.

Regarding *Recommendation 8*, the ET acknowledges that student completion rates are already monitored, however, specific action for addressing this recommendation has been scheduled for March 2025 only therefore the ET considers this recommendation as not fulfilled.

5. Students

Status received: Fully compliant

Number of recommendations: 3

Recommendation 1 to revise the university website in consultation with students to ensure that the website is more user-friendly is said to have been addressed. The improvement report does not list any specific examples but after a detailed tour of the website, the ET concludes that the website is functional and the relevant information is accessible. The recommendation overall therefore is considered as addressed. The ET, however, considers that collecting student



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feedback on their experience with the website is a continuous process and therefore suggests to introduce this as a formalized practice.

Recommendation 2 from the previous review report “*To broaden the definition of special cases in The University of Prishtina Statute regarding the cases in which a student may be allowed to sit an early examination*” has been left out in the Faculty’s improvement plan therefore is not addressed by the ET. The ET, however, emphasizes that this recommendation must be addressed in the subsequent improvement plan.

As a response to *Recommendation 3*, the Faculty states that the records of student completion rates for all courses, as well as for the program as a whole, have been included as a key quality indicator. The report presented during the site visit includes a section on completion rates. However, this information was currently static. The ET would like to point out that, for monitoring KPI, the Faculty should come up with the desired level of completion (target) and monitor the actual situation in relation to this target. This recommendation therefore is considered by the ET as partially addressed.

6. Research

Status received: Partially compliant
Number of recommendations: 4

Regarding *Recommendation 1*, the Faculty notes that it is in the process of developing comprehensive policies and guidelines that clearly define what constitutes research relevant to the Faculty and the Study Programme. The workshop on 05-08 December 2024 is mentioned as the time of the action. As no evidence of already defined and agreed policies and guidelines was available at the time of the ET review, the ET considers that the implementation of this recommendation is ongoing and it is not addressed.

The *Recommendation 2* from the previous accreditation procedure was not included in the improvement report - *Ensure all regulations governing the research-related processes and designated as available for public use are available on the online documentation repository*. The ET strongly recommends the Faculty to address this recommendation in the subsequent improvement plan.

As a response to *Recommendation 3*, the Faculty states that it is already committed to encouraging research that extends beyond academic advancement and illustrates it with 10 papers that have been published in 2024 and are supposed to demonstrate the Faculty’s dedication to both academic and practical fields. Mr Nail Reshidi who was singled out in the previous accreditation report due to lack of publications, appears to be among the authors of 2



publications from this list. The ET congratulates the Faculty for this achievement, however, from the evidence presented it remains unknown if the academics are stimulated to practice research for reasons other than to secure their academic advancements which was the essence of this recommendation. Therefore the recommendation is considered as not addressed.

The evidence presented for implementation of the *Recommendation 4* is very general. The Faculty makes a general statement but does not provide concrete examples from particular courses. The approach to involving students in research has to take place in a systematic and structured way, according to generally agreed principles on the Faculty level rather than be an initiative of few teaching staff members. Given the general examples presented, the ET concludes that the recommendation is partially addressed and the process is ongoing.

7. Infrastructure and Resources

Status received: Partially compliant

Number of recommendations: 4

Recommendation 1 is about investing in updated library stock. The Faculty claims that the library stock has been updated with new additions. The additional evidence presented to the ET lists several marketing-related titles, possibly book titles, but the information provided is very scarce at lacks the names of the authors, quantity, year of issue, and other relevant information. The ability of the ET to judge on the implementation of this recommendation is therefore limited and the implementation is considered as ongoing but not completed.

Regarding *Recommendation 2*, the Faculty states that the discussion on strategic objectives for the library provision took place during the workshop on 05-08 December 2024. As no formal outcomes from this workshop have been approved, the ET considers this recommendation as not implemented.

The *Recommendation 3* included in the review report “*Introduce new or update the current financial planning and accounting process(es) such as to be able to provide quick, straightforward and management-savvy reporting. Refine cost categories such that avoid redundancies and entries of unclear nature*” has not been addressed in the Faculty’s improvement plan. The ET strongly recommends to include this recommendation in the subsequent improvement report.

Regarding *Recommendation 4* on sorting out the software licenses for the study programme and Faculty in general, the ET learned that a proposal has been submitted to the management and the staff is now awaiting the decision. The ET therefore considers the implementation to be in progress but not complete yet.



- **Strengths Identified:**

List key strengths that emerged from the post-accreditation evaluation.

- ✓ Openness to improvement;
- ✓ New management of the Department of Marketing;
- ✓ Competent and highly motivated young staff;

- **Areas for Further Improvement:**

Highlight areas that still need attention or improvement.

- ✓ Much more attention in providing concrete evidence on specific actions taken from the very beginning, together with the SIR;
- ✓ The understanding of the quality management as a process that can take place as a bottom – up approach, from the local level of the programme development and suggesting change to the higher management, not only based on an institutional top-down approach.

Section 3: Final Evaluation

- **Final Fulfillment of Recommendations**

(Provide final evaluation statement for State Quality Council)

(The supposed recommendation has been fulfilled/partially fulfilled/not fulfilled)

Taking into consideration the content of the SIR 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 post-accreditation requirements with the following level of compliance:

Standard	Recommendation Status
1. Mission, objectives and administration	3 recommendations with action taken out of the 4 recommendations
2. Quality management	4 recommendations with actions taken out of the 8 recommendations
3. Academic staff	2 recommendations with actions taken (including 1 fulfilled) out of the 5 recommendations
4. Educational process content	6 recommendations with actions taken out of the 8 recommendations



5. Students	2 recommendations with actions taken (including 1 fulfilled) out of the 3 recommendations
6. Research	1 recommendation with actions taken out of the 4 recommendations
7. Infrastructure and resources	2 recommendations with actions taken out of the 4 recommendations

ET appreciates that for the post-accreditation process, overall judgement can be also applied, considering the categories of compliance in the accreditation process (fully, substantially, partially or non-compliant). In conclusion, the Expert Team considers that the Marketing BSc study programme offered by The Faculty of Economy of the University of Prishtina “Hasan Prishtina” **has taken actions (being either fulfilled or substantially fulfilled or partially fulfilled)** to implement for 22 recommendations meaning for 61.11 % of the total recommendations of 36, meaning that the provider has demonstrated **Partial Fulfillment** level in the process of recommendation implementation.

Section 4: Annexes

1. Annex 1. Synthetic approach of the recommendation implementation process



Annex 1

Synthetic approach of the recommendation implementation process

Number	Recommendation	Evaluation (Fulfilled / Substantially Fulfilled / Partially Fulfilled / Not Fulfilled)	Recommended deadline to fulfill
1. Mission, Objectives and Administration			
1.	<i>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 Study Programme/FoE future development. Take into account the current dependence on digital ways of doing business and steer the findings towards state-of-the-art business/tech paradigms and concepts such as neural marketing, generative AI, energy efficient business and others.</i>	Partially fulfilled	March 2025
2.	<i>Update the key strategic documents, mission and vision according to the findings explained under (1). If needed, hire external consultants to undertake such surveys and analyse feedback.</i>	Not fulfilled	March 2025
3.	<i>Set up processes aimed at closer involvement of the external stakeholders in the planning and development activities which is not going to rely solely on voluntarily informal communication but rather be a clear goal-driven undertaking. Meetings with the stakeholders should be held on regular basis and substantiated by not merely the typical protocolar means such as meeting minutes and similar but also by dedicated agendas, summary reports and action plans reflecting the targeted objectives (Not addressed in SIR)</i>	Partially fulfilled	May 2025
4.	<i>Update the FoE website such that to ensure straightforward paths to content most important for regulating FoC academic processes. Same level of visibility needs to be ensured for both Albanian and non-Albanian speaking interested parties.</i>	Partially fulfilled	May 2025



2. Quality Management			
1.	<i>To initiate the revision of the UP website to ensure that the actual version of the quality assurance regulation and supporting documentation is published on the UP website.</i>	Not fulfilled	<i>February 2025</i>
2.	<i>To ensure that the internal quality assurance system at the FoE and BSc Marketing fully reflects the requirements foreseen by the UP Quality Assurance Regulation and corresponds to the annual planning processes.</i>	Not fulfilled	<i>May 2025</i>
3.	<i>To clearly demonstrate that FoE follows the UP strategic objectives related to quality assurance by developing faculty-level action plans and progress reports of the achievement of the objectives.</i>	Partially fulfilled	<i>May 2025</i>
4.	<i>To develop and introduce regular survey mechanisms for all parties involved in the study process – students, academic and administrative staff, graduates, employers.</i>	Partially fulfilled	<i>September 2025</i>
5.	<i>To ensure that the survey for students includes questions about the quality of resources and services provided both by the FoE and other parts of the UP.</i>	Partially fulfilled	<i>September 2025</i>
6.	<i>To define KPI on the study programme level by following the general UP policy on KPI.</i>	Partially fulfilled	<i>March 2025</i>
7.	<i>To develop and publish programme and/or department level annual reports resulting from the internal quality assurance processes.</i>	Not fulfilled	<i>July 2025</i>
8.	<i>To ensure that the quality assurance reports, including the ones for accreditation purposes, reflect the status and intentions of the UP and FoE - are comprehensive, analytical rather than descriptive and written in appropriate language.</i>	Not fulfilled	<i>July 2025</i>
3. Academic Staff			
1.	<i>Ensure that the CVs of academic staff members involved in the BSc Marketing are updated in order to include their current positions within the UP and FoE.</i>	Fulfilled	<i>December 2024</i>
2.	<i>Ensure that the development needs of the academic staff members are regularly surveyed, and appropriate actions are taken.</i>	Not fulfilled	<i>March 2025</i>
3.	<i>Ensure that the expectations in regard to community service are clearly defined, communicated to the staff and the performance is assessed.</i>	Partially fulfilled	<i>September 2025</i>
4.	<i>Introduce the self-evaluation and peer evaluation of the academic staff and include the results in publicly available quality assurance reports.</i>	Not fulfilled	<i>June 2025</i>



5.	<i>Establish and implement clear guidelines for the full time academic staff in regard to combination of several job positions, to ensure that their primary job is executed up to the highest quality standards;</i>	Not fulfilled	May 2025
4. Educational Process Content			
1.	<i>Thoroughly revise the content of the Study Programme and make adjustments according to the strategic changes suggested in Section 2.1.</i>	Partially fulfilled	May 2025
2.	<i>Consider merging study modules focusing on providing basic marketing knowledge in a single module.</i>	Not fulfilled	May 2025
3.	<i>Consider merging study modules dealing with applied marketing.</i>	Partially fulfilled	May 2025
4.	<i>Introduce modules focused on studying and gaining hand-on experience in using dedicated IT tools in the curriculum and make sure student practical assignments have concrete business applicability.</i>	Partially fulfilled	May 2025
5.	<i>Introduce modules dealing with generating marketing content.</i>	Partially fulfilled	May 2025
6.	<i>Set up training programmes for teaching staff aimed at excelling their IT literacy or marketing-specific IT tools.</i>	Partially fulfilled	May 2025
7.	<i>Make internship a mandatory programme feature with clearly defined learning outcomes and processes set to evaluate results achieved.</i>	Partially fulfilled	May 2025
8.	<i>Introduce processes aimed at analysing thoroughly reasons behind students discontinuing their studies. Use evaluation methods and concepts other than seeking mere questionnaire-cantered feedback.</i>	Not fulfilled	March 2025
5. Students			
1.	<i>In consultation with the students review the website of the University of Prishtina and the faculty in order to make it more user-friendly.</i>	Fulfilled	December 2024
2.	<i>To broaden the definition of special cases in The University of Prishtina Statute regarding the cases in which a student may be allowed to sit an early examination - has been left out in the improvement plan. (Not addressed in SIR)</i>	Partially fulfilled	December 2025
3.	<i>To include the records of student completion rates for all courses and for the program as a whole as a quality indicator.</i>	Partially fulfilled	April 2025
6. Research			
1.	<i>Define clear policies and/or guidelines on what will be considered the FoE/Study Programme-relevant research. Make sure the changes in Study</i>	Not fulfilled	May 2025



	<i>Programme's strategic orientation (if any) are addressed in the guidelines.</i>		
2.	<i>Ensure all regulations governing the research-related processes and designated as available for public use are available on the online documentation repository. (Not addressed in SIR)</i>	Partially fulfilled	<i>December 2025</i>
3.	<i>Encourage academics to practice research for reasons other than their academic advancement.</i>	Not fulfilled	<i>September 2025</i>
4.	<i>Encourage students to participate in research projects in ways other than those related to their final thesis.</i>	Partially fulfilled	<i>May 2025</i>
7. Infrastructure and Resources			
1.	<i>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.</i>	Partially fulfilled	<i>September 2025</i>
2.	<i>Alternatively, to 1), make clear strategic objectives to move focus from relying on own (FoE) library to utilising university-level library resources.</i>	Not fulfilled	<i>December 2025</i>
3.	<i>Introduce new or update the current financial planning and accounting process(es) such as to be able to provide quick, straightforward and management-savvy reporting. Refine cost categories such that avoid redundancies and entries of unclear nature. (Not addressed in SIR)</i>	Not fulfilled	<i>December 2025</i>
4.	<i>Sort out licenses for SW used in the Study Programme and at FoE as a whole.</i>	Partially fulfilled	<i>March 2025</i>

Expert/s

Member

Magdalena Iordache Platis


(Signature)

20 December 2024



Asnate Kažoka

(Signature)

20 December 2024