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**Republika Kosova - Republic of Kosovo**  
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Kosovo Accreditation Agency



***UNIVERSITY “KADRI ZEKA” GJILAN***

**BACHELOR (B.Sc.)  
MARKETING AND SALES MANAGEMENT**

**ACCREDITATION**

**REPORT OF THE EXPERT TEAM**

*25 JUNE 2024, ZAGREB*

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## 1. INTRODUCTION

### 1.1. Context

**Date of site visit: 28<sup>th</sup> May, 2024**

**Expert Team (ET) members:**

- *Associate Professor Kristina Petljak, PhD.*
- *Associate Professor Mirjana Hladika, PhD.*
- *Christoph Back, student expert*

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

- *Leona Kovaci, Senior Officer for Evaluation and Monitoring*

**Sources of information for the Report:**

- *Self-Evaluation Report “Bachelor (B.Sc.) Marketing and Sales Management”, January 2024*
- *KAA Accreditation Manual updated 2022*
- *Syllabi*
- *Academic Staff CV’s*
- *Appendicies (Statue of UKZ; Strategic Papers; Regulations)*

**Additional documents requested by the ET:**

- *List of Policies and regulations relevant for the programme with a remark when they were revised the last.*
- *The student survey form for the semester (teacher) evaluation.*
- *Minutes from a meeting in which the QA arrangements are reviewed.*
- *Correct and Final Version of the Syllabi for all courses.*
- *The table of the staff participation in the trainings, mentioned in SER, p. 39.*
- *Report from Marketing and Sales Management study programme on their conducted market research. (which they mentioned during the discussion, but is not mentioned in SER)*
- *these two reports: <https://ask.rks-gov.net/media/5803/statistikat-afatshkurtra-t%C3%AB-industris%C3%AB-tm3-2020.pdf> ; <https://ask.rks-gov.net/media/5766/anketa-struktureore-end%C3%ABrmarrijeve-asn-2019.pdf> , ...), (which can not be opened in SER)*
- *List of E-Book Databases which the Student have access too.*
- *Link to the publication of the results of the Survey data from graduates and employers.*

- *Record of incoming and outgoing mobility of teachers and students for the last three-year period.*

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

- *KAA Accreditation Manual updated 2022*

## 1.2. Site visit schedule

Time	Meeting	Participants
09:30 – 10:20	Meeting with the management of the faculty where the programme is integrated	Xhevat Sopi – dekan Lulzim Rashiti -prodekan Kushtrim Demi - sekretar
10:20 – 11:10	Meeting with quality assurance representatives and administrative staff	Fitore Malaj - Drejtore e Zyres per Zhvillim Akademik dhe Cilesi Vjosa Baftiu- Zyrtare per Akreditim Arlinda Selmani-Zyrtare per Zhvillim ne Karriere dhe Alumni Fitore Hasani – Koordinatore e Cilesise Arjeta Rexhepi- Koordinatore per hulumtim Betim Berisha - Zyrtar per Bashkepunim Nderkombtar
11:10 – 11:20	Short Break	
11:20 – 12:20	Meeting with the heads of the study Marketing and Sales Management, BSc 180 ECTS	Art Shala - Profesor Lulzim Rashiti - Profesor Bajram Fejzullahu - Profesor
12:20 – 13:20	Lunch break	
13:20 – 13:50	Visiting Facilities	Xhevat Sopi, Lulzim Rashiti, Shefket Jakupi Arbenita Kosumi, Art Shala, Arben Sahiti, Nexhat Shkodra, Bajram Fejzullahu
13:50 – 14:40	Meeting with teaching staff	Lutfi Zharku - Profesor, Arbenita Kosumi -Profesor, Gezim Tosuni - Profesor, Shefket Jakupi - Profesor, Teuta Agaj - Profesor, Naim Mustafa - Profesor, Vedat Zulfiu - asistent
14:40 – 15:20	Meeting with students	Arnisa Aliu, Mehmet Dushica, Doruntina Rexhepi,, Aurita Sherifi, Qendresa Zeqiri (II), Andi Muji (II), Jehonë Qerimi (II FKA) Shpend Ibrahimimi (viti I), Ermal Maloku,Hajrullah Ferati (III)
15:20 – 15:30	Short Break	
15:30 – 16:10	Meeting with graduates	Erina Kryeziu, Alena Shabani, Ardonita Islami, Berta Miftari, Gramoz Uka, Sranda Halimi, Bledian Ramadani, Kudret Ibrahimimi
16:10 – 16:50	Meeting with employers of graduates	Floil (Berat Mustafa), LedCom (Refik Ramadani), Fadil Sylejmani (BKT), Megzon Selimi (RBKO), Toska Elektroniks (Asdren

		Toska), BeProg (Besart Jakupi). Erton Namoni ASK Foods (Naim Mustafa)
<b>16:50 – 17:00</b>	Internal meeting of KAA staff and experts	
<b>17:00 – 17:10</b>	Closing meeting with the management of the faculty and program	Xhevat Sopi - dekan Lulzim Rashiti -prodekan Kushtrim Demi - sekretar

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

The Faculty of Economics (hereafter *FE*) is organized as an academic unit of the University of Gjilan “KADRI ZEKA” (hereafter *UKZ*), established as a public higher education institution in Kosovo in 2013. The FE offers two levels of study: bachelor (three-year studies) and scientific master (two-year studies).

Within the *Statute of UKZ* the *Mission* of the university is described (*SER* p.8):

*“A temple of knowledge that cultivates learning and knowledge development, encourages critical thinking and the spirit of entrepreneurship for new research, which helps social and technological development, prepares responsible and professionally capable young people to be part of a virtual and global society, part of an open labor market and, at the same time, a model for other members of society.”*

The *Mission* is based on several pillars: learning and knowledge; fostering critical thinking, entrepreneurship, research, technological development, community outreach, virtual society, globalism and open labor markets. (*SER* p.8) Core values of the UKZ are: equality, creativity, integrity, sustainability, excellence and connection.

In June of 2024 UKZ has six different faculties with 13 accredited study programmes and 45 Academic Staff all of whom are Doctors of Science. 514 Students are currently enrolled at FE and a number of 2264 Students are enrolled in UKZ as a whole.

University is organised and governed based on the Law on Higher Education of the Republic of Kosovo, based on the Statute of the UKZ and based on the relevant regulations of UKZ. The University consists of academic units, which are governed and administered in three main pillars: the Steering Council, the Senate and the Administration.

UKZ is currently offering 10 study programs in total: 5 bachelor's programs and 5 master's programs. Faculty of Economics is offering two study programmes: Applied Finance and Accounting (Bachelor in Applied Finance and Accounting) and Management and Entrepreneurship (Profile in Management and Entrepreneurship and Profile in Marketing and Sales Management).

The Faculty of Economics for the academic year 2024-25 is applying for accreditation of the Marketing and Sales Management program, which is the continuation of the Profile with the same name: Marketing and Sales Management, from the program with two profiles Management and Entrepreneurship.

## 2. PROGRAM EVALUATION

### 2.1. Mission, Objectives and Administration

The main purpose of the Bachelor program in Marketing and Sales Management is *“to equip students with the knowledge, skills and experience; to help graduates successfully enter the world of professions to use skills cultivated in this program, such as marketing, sales and management”* (SER, p. 19)

The mission of the study program Marketing and Sales Management complies with the overall mission statement of the University Kadri Zeka (UKZ), as well as with the overall mission of the Faculty of Economics (FE).

As defined in the Statute, the Mission of the UKZ is:

*“A temple of knowledge that cultivates learning and knowledge development, encourages critical thinking and the spirit of entrepreneurship for new research, which helps social and technological development, prepares responsible and professionally capable young people to be part of a virtual and global society, part of an open labor market and, at the same time, a model for other members of society.”* (SER, p. 8)

UKZ mission is based on three main pillars: teaching, research and community service.

The mission of the FE is as follows; *“to prepare students professionally capable of being part of a modern and global society, part of a wider market than traditional labor markets and, at the same time, a model for other members of society, to foster critical thinking and spirit of entrepreneurship”* (SER, p.18). The mission emphasizes learning and knowledge, fostering critical thinking, entrepreneurship, research, technological development, community outreach, virtual society, globalism and open labor markets. It very clearly expresses the orientation of a new and contemporary university, ready to face the virtual and global world, while being careful and developing the basic values of human society, while capturing new elements of modern development.

The mission of the Marketing and Sales Management programme is *“designed to equip students with the knowledge, skills and experience, to help graduates successfully enter the world of professions to use skills cultivated in this program, such as: in marketing, sales and management”*. (SER, p. 19)

Relevant academic institutions and their programmes were considered when defining the intended learning outcomes for the Bachelor's programme Marketing and Sales Management. The proposed bachelor study programme is compatible with the programs of the economic faculties in the region. However, SER lacks information about stakeholders who provided academic and professional advice when defining the intended learning outcomes for the Marketing and Sales Management study programme, as well as who decided on the obligatory



and elective courses. SER lacks detailed information about the output of the consultation with relevant field experts from other academic institutions. It is commendable that a new program is being introduced based on the detailed secondary data analysis, such as: Analysis of statistical reports on the labour market and contracts with industrial partners, During site visit and meeting with employers of graduates, all the employers unanimously mentioned rising importance of the new marketing and sales management knowledge and skills. However, the defined learning outcomes of the study program fail to address the requirements of the National Qualifications Framework (NQF) and the European Qualifications Framework (EQF), which seek to precisely delineate knowledge, skills, and responsibilities.

The SER (p. 23) emphasizes that the study program *"will follow a consistent scientific approach based on contemporary didactic methods according to the student-centered approach with a focus on preparing students for the job market but also for pursuing higher levels of study and research"*. The SER provides an overarching view of the didactic and scientific concept. Upon reviewing the relevant documents and conducting interviews during the site visit, the Expert Team recognizes the intention to incorporate units that bridge theoretical knowledge with practical application, including the use of modern technologies. The Expert Team acknowledges the program's potential for growth and enhancement. While the preparation of students for research is currently limited, as few courses emphasize practical market research and data software analysis, this highlights a significant opportunity for development. There is considerable room for improvement among the academic staff and students in terms of participation in scientific activities. Enhancing this aspect will ensure that the scientific concept is more effectively integrated into the educational process, ultimately benefiting the overall quality and relevance of the new program.

Despite these uncertainties, the Expert Team acknowledges the program's potential for growth and enhancement. While the preparation of students for research is currently limited, as few courses emphasize practical market research and data software analysis, this highlights a significant opportunity for development. There is considerable room for improvement among the academic staff and students in terms of participation in scientific activities. Enhancing this aspect will ensure that the scientific concept is more effectively integrated into the educational process, ultimately benefiting the overall quality and relevance of the new program.

Formal policies, guidelines and regulations dealing with recurring procedural or academic issues are addressed at the statute of the UKZ, as well as other internal regulations, which all are publicly available to all staff and students on the web site of the UKZ, under the Important Documents category. Under the Important Documents category expert team finds the following regulations: Regulation of Code of Ethics and Integrity in Research, Regulation on Basic Studies – Bachelor (Faculty of Economics), Regulation to support mobility and other activities of the AS of the UKZ, Regulation on the establishment and functioning of the council for quality and evaluation supervision, Regulation of the work of the publishing council of the UKZ, Regulation on selection procedures related to the appointment, reappointment and

promotion of the academic staff at the PUKZ, as well as international regulations of the academic unit.

During the analysis of the documentation, Expert Team identified regulations relating to ethical behaviour for staff: Regulation for the scientific research activity at the public UKZ, Regulation of the Code of Ethics and Integrity in Research and regulations relating to ethical behaviour for staff and students: Regulation on quality assurance and evaluation at the UKZ, Regulation on basic studies – bachelor, Regulation for writing the bachelors thesis and Regulation on disciplinary measures and procedures for the academic staff and students. During site visit, Expert Team concluded that academic staff and students comply with internal regulations relating to ethical conduct in research, teaching, assessment in all academic and administrative activities. Furthermore, during site visit, Faculty management stressed their effort to secure financial resources for the purchase of plagiarism check software.

Faculty management, as well as teaching staff have confirmed that policies and regulations are regularly updated in response to varying circumstances and ongoing market developments which influence course syllabi. Therefore, the course syllabi are reviewed by teaching staff at the start of each semester and all the revisions must be approved by the professional committee formed by the Faculty Council.

The Program management have confirmed that the policies and regulations are updated as it is required by different circumstances, and as they develop. The reviews also include the review of syllabus at the beginning of each semester, where a professional committee is formed by the Faculty Council which approves the reviews of syllabuses.

Standard	Compliance	
	Yes	No
<i>Standard 1.1.</i> The study program mission is in compliance with the overall mission statement of the institution.	X	
<i>Standard 1.2.</i> Relevant academic and professional advice is considered when defining the intended learning outcomes which are consistent with the National Qualifications Framework and the Framework for Qualifications of the European Higher Education Area.		X
<i>Standard 1.3.</i> The study program has a well-defined overarching didactic and research concept.	X	
<i>Standard 1.4.</i> There are formal policies, guidelines and regulations dealing with recurring procedural or academic issues. These are made publicly available to all staff and students.	X	
<i>Standard 1.5.</i> All staff and students comply with the internal regulations relating to ethical conduct in research, teaching, assessment in all academic and administrative activities.	X	
<i>Standard 1.6.</i> All policies, regulations, terms of reference and statements of responsibility relating to the management and delivery of the program	X	

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are reviewed at least once every two years and amended as required in the light of changing circumstances.		
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**Compliance level:** Substantially compliant

**ET recommendations:**

1. *Expert Team suggest in the future to provide detailed information about stakeholders who provided academic and professional advice during the definition of the intended learning outcomes for the study program.*
2. *The expert team's recommendation is for every professor to work on the didactic and research concepts for its course in the study programme.*

## 2.2. Quality Management

The SER contains a description about the quality management of UKZ in which all instruments are explained. The quality assurance instruments and measures are described to evaluate, monitor and control the quality of study programs, teaching process, learning, research, academic staff, administrative services, teacher performance and the governing bodies of the faculty.

The quality management system of the university is primarily based on the usage of surveys for the various stakeholders. The quality assurance office prepares a number of reports with the gathered information. The different evaluation reports which are conducted are listed in the *SER* as follows (p.29):

1. *Evaluation Report of SA and subjects by students for the winter semester*
2. *Evaluation Report of SA and subjects by students for the summer semester*
3. *Self-Evaluation Report by Teachers*
4. *Evaluation Report of Administrative Services by the student*
5. *Evaluation Report of UKZ Programs by Alumni*
6. *UKZ Evaluation Report by Employers*
7. *Assessment report for a student before graduation*
8. *Evaluation report for students who drop out of studies at UKZ*
9. *Evaluation report for external evaluation/employer*
10. *Annual Calendar Evaluation Report for quality assurance*

The relevant evaluation reports are public available on the website of UKZ.

During the on-site visit the Expert Panel was able to get useful insights about the evaluation processes and procedures of the university. Input from all groups of stakeholders of the University is considered.

For the surveys for Students and the survey for the Academic Staff, the university was able to demonstrate transparent and working procedures.

The process to get information from the Employers is not systematic or standardized. In order to collect data from employers, the Faculty of Economics in cooperation with the Industrial Advisory Board (IAB) of the faculty organises a survey of employer satisfaction with faculty graduates. The evaluators see positive effects of that instrument. For example, an exchange of the IAB takes place every month. However, a survey of employers should be institutionalized alongside this exchange body.

Additionally, the University was not able to show the Expert Panel proof, that the survey for the Graduates is conducted on a regular basis. Efforts should be further intensified to involve Graduates, for example in an alumni network, and to conduct corresponding institutionalised surveys of alumni. Tracking can be very useful to find out after periods of 1, 3 or 5 years which personnel development and job market has taken place after graduation.

Within the survey for the Students, all questions relate to the learning environment of the course (e.g. the teacher, the classroom, the learning materials, ...). The Students do not have to fill out any question regarding to the workload. Additionally, the survey contains no “open” questions where the students can express their opinions or proposals for improvement of the course.

From the available documents and the discussions on site, it is clear to the Expert Panel that the Quality Assurance processes ensure that the required standards are met. But a “*continuing improvement in performance*“, cannot be stated regarding to the impact of the quality assurance processes at the moment. Too few examples for this could be given. No systematic approach for continues improvement with PDCA-Cycles and KPI’s could be demonstrated to the Expert Panel.

The corresponding responsibilities have been defined and are carried out by the appropriate persons. Previous evaluation results have also led to corresponding adjustments to the study programmes, including study content and professional qualification.

In conclusion the Expert Panel can certify that UKZ has working quality management processes and procedures for the programme in place which ensure that the required standards are met. The Expert Panel wants to motivate the University to introduce a more systematic approach for continues improvement for the programme.

Standard	Compliance	
	Yes	No
<i>Standard 2.1.</i> All staff participate in self-evaluations and cooperate with reporting and improvement processes in their sphere of activity.	X	
<i>Standard 2.2.</i> Evaluation processes and planning for improvement are integrated into normal planning processes.	X	

<i>Standard 2.3.</i> Quality assurance processes deal with all aspects of program planning and delivery, including services and resources provided by other parts of the institution.	<b>X</b>	
<i>Standard 2.4.</i> Quality evaluations provide an overview of quality issues for the overall program as well as of different components within it; the evaluations consider inputs, processes and outputs, with particular attention given to learning outcomes for students.	<b>X</b>	
<i>Standard 2.5.</i> Quality assurance processes ensure both that required standards are met and that there is continuing improvement in performance.		<b>X</b>
<i>Standard 2.6.</i> Survey data is being collected from students, graduates and employers; the results of these evaluations are made publicly available.		<b>X</b>
<i>Standard 2.7.</i> Results of the internal quality assurance system are taken into account for further development of the study program. This includes evaluation results, investigation of the student workload, academic success and employment of graduates.		<b>X</b>
<i>Standard 2.8.</i> The institution ensures that reports on the overall quality of the program are prepared periodically (eg. every three years) for consideration within the institution indicating its strengths and weaknesses.	<b>X</b>	
<i>Standard 2.9.</i> The quality assurance arrangements for the program are themselves regularly evaluated and improved.	<b>X</b>	

**Compliance level:** Partially compliant

**ET recommendations:**

1. *The implementation of PDCA-Cycles and KPI's on programme level would help to better monitor the development. With this systematic approach, a continuous improvement could be ensured.*
2. *Feedback from employers is already secured through the IAB. However, a survey of employers should be institutionalized alongside this exchange body.*
3. *The survey for graduates should be placed on an institutionalized basis. For this purpose, graduate surveys could be conducted, for example, after one year, after three years and after five years after leaving the university.*

**2.3. Academic Staff**

The Faculty of Economics has sufficient academic staff for the bachelor's degree programme Marketing and Sales Management. There is thirteen full-time academic staff (seven associate professors and six assistant professors) at the Faculty of Economics for the Marketing and Sales Management degree programme. In addition, SER (p. 37) states that the Faculty of Economics

has 2 new assistants in management qualification who are employed part-time. Expert Team has been noted that the SER is missing detailed data on workload for teaching, exams, consulting, administrative activities, research for study programme under evaluation.

The recruitment procedures are in accordance with the legal requirements related to the profession and teaching positions and the administrative instructions of the higher education institutions. The recruitment procedure is open, with details of the position/job description. The job description refers to academic work, scientific/research work and administrative work and outlines the responsibilities of academic staff in relation to students. FE teaching staff is qualified with the Doctoral degrees and academic qualifications of Prof. Asoc and Prof. Ass., in accordance with the legal requirements provided by the Administrative Instruction on Accreditation of Higher Education Institutions in Republic of Kosovo.

Members of the academic staff do not cover more than two teaching positions (one full-time, one part-time) within an academic year. Teaching staff also participate in professional activities (predominantly consulting activities) outside the Faculty of Economics in order to improve the quality of teaching and gain professional experience needed for new study programme Marketing and Sales Management. All activities outside FE are closely monitored by the FE management.

Academic staff of the study program Marketing and Sales Management at the FE are permanent staff employed full-time and account for over 66% of study program hours, according to the Administrative Instruction on Accreditation of Higher Education Institutions, Republic of Kosovo (SER, p. 39).

In accordance with Administrative Instruction No. 15/2018 on the Accreditation of Higher education Institutions, Republic of Kosovo, FE has hired one full-time professor for each group of students designated by the institution and for every 60 ECTS credits in the study program, who is in regular employment and holds a doctorate in the study program in which he or she teaches. In the case of the Marketing and Sales Management, BSc, FE has hired three full-time professors, two in the marketing field and one FT staff in the management field.

Given the financial capabilities and constraints, teaching staff is provided with different opportunities for additional professional development through participation in local, regional and international conferences, different EU project opportunities, such as ERASMUS+. FE has signed the Agreement with UP and the Center for Excellence in Teaching which enables the development of UKZ's academic staff, participating in training. Expert Team agrees with SER (p. 40), *"the need for improvement is permanent and further support is needed in this regard. The needs consist of greater participation in conferences, scientific seminars and trainings"*. Continuous improvement and professional development is especially important for rapidly changing knowledge and skills needed for Marketing and Sales Management, BSc. Over the past three years, Marketing and Sales Management staff have participated in the following capability development initiatives: 1. Certified Digital Transformation Expert Certification,

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which aligns with the digital skills required by managers and organizational capabilities to design and implement new digital transformation initiatives important for marketing and sales management and, 2. Marketing and Sales Management staff presented papers at conferences focusing on marketing in Albania, Bulgaria, Turkey, and Montenegro.

The duties of academic staff are clearly defined. Academic staff is responsible for teaching and learning, scientific research, consultations with the student, supervising student thesis, participating in various professional and scientific discussions in debates, roundtables, meetings with Industrial Board, participation in meeting and debates organised by civil society and municipalities. Each professor (depending on the title) has from two to six hours consultations with students per week. The Expert Team identified the need for increased engagement in visibility of community service, especially the need to publicly disseminate this socially responsible activities.

Academic staff is evaluated regularly, at least once a year, by students using a questionnaire. The Quality Office processes the data collected through the survey and informs the academic staff (individually) of the results. The results of the academic staff evaluation are publicly available on the UKZ web page.

The expert team highlights a substantial opportunity for enhancing the development of diverse strategies aimed at improving the pedagogical and scientific skills of teaching staff. There is a need for quality enhancement, the need to formulate a strategy and short-term plans for enhancing teaching materials and creating new, relevant textbooks in Albanian language that align with the defined learning outcomes of the study program. From SER it is not evident will students be provided with PPT slides or internal materials on Albanian language, considering that the majority of the literature is in English language. As a program on Marketing and Sales Management is not active for the time-being it is expected that each professor will include in their Personal Development Plan actions on how to further enhance their capacities on the new developments of the marketing field. However, it is crucial to strategically plan how professors will advance professionally in the dynamic and innovative field of marketing and sales management. They need to determine how to incorporate these market innovations into their syllabi and develop teaching materials, given the limited literature available in Albanian on marketing and sales management.

According to the law, academic staff retire at the age of 65. If there is a need and a shortage of academic staff, they can continue to work part-time until the age of 70.

Standard	Compliance	
	Yes	No
<i>Standard 3.1.</i> Candidates for employment are provided with full position descriptions and conditions of employment. To be presented in tabular form data about full time (FT) and part time (PT) academic/ artistic staff,	<b>X</b>	

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such as: name, qualification, academic title, duration of official (valid) contract, workload for teaching, exams, consulting, administrative activities, research, etc. for the study program under evaluation.		
<i>Standard 3.2.</i> The teaching staff must comply with the legal requirements concerning the occupation of teaching positions included in the Administrative instruction on Accreditation.	<b>X</b>	
<i>Standard 3.3.</i> Academic staff do not cover, within an academic year, more than two teaching positions (one full-time, one part-time), regardless of the educational institution where they carry out their activity.	<b>X</b>	
<i>Standard 3.4.</i> At least 50% of the academic staff in the study program are full time employees, and account for at least 50% of the classes of the study program.	<b>X</b>	
<i>Standard 3.5.</i> For each student group (defined by the statute of the institution) and for every 60 ECTS credits in the study program, the institution has employed at least one full time staff with PhD title or equivalent title in the case of artistic/applied science institutions.	<b>X</b>	
<i>Standard 3.6.</i> Opportunities are provided for additional professional development of teaching staff, with special assistance given to any who are facing difficulties.	<b>X</b>	
<i>Standard 3.7.</i> The responsibilities of all teaching staff, especially full-time, include the engagement in the academic community, availability for consultations with students and community service.	<b>X</b>	
<i>Standard 3.8.</i> Academic staff evaluation is conducted regularly at least through self-evaluation, students, peer and superiors' evaluations, and occur on a formal basis at least once each year. The results of the evaluation are made publicly available.	<b>X</b>	
<i>Standard 3.9.</i> Strategies for quality enhancement include improving the teaching strategies and quality of learning materials.		<b>X</b>
<i>Standard 3.10.</i> Teachers retired at age limit or for other reasons lose the status of full-time teachers and are considered part-time teachers.	<b>X</b>	

**Compliance level:** Substantially compliant

**ET recommendations:**

1. *Expert team suggests planning attendance at the training programs on new technology in teaching, as these programs are particularly relevant for Marketing and Sales Management professors to enhance their teaching methodologies and provide up to date professional development.*
2. *Expert team suggests to further develop and grow the communication aspect of UKZ community service via UKZ webpage as a main source of information to disseminate information on activities towards different stakeholders.*



## 2.4. Educational Process Content

The Expert Team finds the Bachelor's degree programme in Marketing and Sales Management relevant and market-demanded, especially in the field of IT and online marketing. The structure of the programme begins with the subjects in the field of marketing since the first year, the content of the enables rapid acquisition of new knowledge in the field of marketing and acquisition of digital competencies. The programme is interdisciplinary as it provides knowledge in the areas of micro and macroeconomics, mathematics, finance and management, as well as business writing skills and English language, certain analytical and methodological skills and management skills.

The Marketing and Sales management programme offers study opportunity based on contemporary curricula, however Expert Team suggest that the market and sales oriented scientific and professional papers are introduced in the syllabi.

The study programme offers a comprehensive exploration of contemporary marketing and sales management strategies, focusing on the integration of innovative technologies and market trends. Students will gain practical insights into digital transformation, customer behaviour analysis, and strategic planning, equipping them with the skills necessary to excel in today's competitive business environment. With a blend of theoretical knowledge and hands-on experience, this course prepares students to navigate and influence the evolving landscape of marketing and sales. The disciplines within the curriculum are provided in a logical flow, ensuring a seamless learning experience that builds on foundational concepts and progressively introduces advanced topics.

The Expert Team notes that the Bachelor program of Marketing and Sales Management is a program based on national curricula supported by the European Qualifications Framework for Higher Education. The Bachelor's program in Marketing and Sales Management (180 ECTS, NQF level 6) is aligned with the Qualifications Framework for the European Higher Education Area defined in the European Transfer and Accumulation System (ECTS). SER (p. 43) states that the study program is comparable and harmonized with the bachelor studies in University of Ljubljana, University of Applied Sciences in Vienna, Cardiff Metropolitan University, University of Split, Aston University. From site visit and SER it is still unclear how the individual components of program are combined in a way to best achieve the specified qualification objectives and provide for adequate forms of teaching and learning. Some syllabuses are very similar in terms of activities, so the student-oriented work should be in the focus of the courses, not only mid-term exams. All the marketing and sales subjects are extremely vivid and lively, so the classes should be much more interactive and student-oriented.

Disciplines within the curriculum are predominately provided in a logical flow. There is a room for improvement for the courses *Marketing* and *Sales Management*. It is extremely important that students by reading syllabi understand what they will learn in the course and through which activities.

The Bachelor's program in Marketing and Sales Management has ten learning outcomes (SER, p. 44):

- 1. Economic and Business Foundations: Graduates will have a comprehensive understanding of the principles of microeconomics and macroeconomics, and their implications in the business environment.*
- 2. Marketing Mastery: Graduates will be able to design and implement effective marketing strategies that align with business goals and understand the various factors that influence consumer behavior.*
- 3. Sales Expertise: Graduates will demonstrate proficiency in sales management, understanding the differences between B2B and B2C sales environments, and the strategies to excel in each.*
- 4. Research Aptitude: Graduates will be able to design, conduct, and analyze qualitative and quantitative research to drive business decisions.*
- 5. Digital Proficiency: Graduates will demonstrate adeptness in the use of digital tools, strategies, and platforms essential for contemporary marketing, including digital marketing, mobile, and social media marketing.*
- 6. Strategic Management: Graduates will possess the skills to create, implement, and assess strategic marketing and sales plans that address contemporary business challenges and opportunities.*
- 7. Communication Skills: Graduates will be able to effectively communicate, both in writing and verbally, in a business context with proficiency in business English.*
- 8. Innovation and Entrepreneurial Mindset: Graduates will understand the importance of innovation in the business environment and will possess the entrepreneurial skills necessary to bring innovative ideas to fruition.*
- 9. Ethical and Social Responsibility: Graduates will be aware of the ethical considerations and societal implications of business decisions, with an emphasis on corporate social responsibility.*
- 10. Practical Application: Through projects, internships, and thesis work, graduates will have hands-on experience in applying theoretical knowledge to real-world scenarios, preparing them for immediate integration into the workforce.*

The disciplines within the curriculum have analytical syllabuses which do comprise the following: discipline's objectives, the basic thematic content, learning outcomes, the distribution of classes, seminars and applicative activities, students' assessment system, the minimal bibliography, etc. However, the Expert Team emphasizes the need for additional

refinement in the syllabi. Specifically, activities in the classroom should be more closely aligned with teaching methodologies and intended learning outcomes (ILOs).

Course *Introduction to marketing* needs a better description of the course, it is unclear what does Exam 1 and simulation mean? Basic literature for this course is rather old.

Course *Consumer Behaviour* – basic literature for this course is from 2006, which is rather old and untrendy. The course misses updates, such as: consumer behaviour in classical retail, consumer behaviour online, influencer marketing.

Course *Distribution management* - expected learning outcomes are not written correctly, basic literature: Principles of Marketing

The Expert Team has a concern with respect to the literature. As more courses as a basic literature plan to use book Principles of Marketing, the concern of the Expert Team is that there will be significant overlap in the lectures.

The teaching will be provided in Albanian language only.

During the visit to the institution, the expert team affirmed that the student-teacher relationship is characterized by a partnership where both parties share responsibility for achieving the learning outcomes. Students expressed satisfaction with their relationships with professors, noting their assistance and availability in addressing student queries and concerns. Professors adopt an approach that encourages student autonomy and development, while also overseeing and guiding their progress.

Some syllabi in the Marketing and Sales Management BSc do not have a clear connection with the different learning models mentioned in SER (p. 46). The Expert Team suggest to teaching staff to enrich the syllabi with the different learning methods mentioned in SER: Lecturing in small groups; Case studies; Project-based learning; Demonstration in practical hours; Active learning; Problem-based learning; Work-based learning; Experiential learning (study visits); Student-led learning. There is a lack of experiential learning on the first and second year of the study programme.

Based on the site visit, insight into SER and programme documents, the Expert Team concludes that student assessment mechanisms on some courses should be better aligned and explained in the curricula. From the curricula it is not clear what is allocation of teaching and research time. Majority of the syllabi clearly defines graded components and their criteria. At the start of each semester, professors outline the specific requirements for achieving a passing grade. These include active participation in lectures, tutorials, counseling sessions, research, and project work. Assessment guidelines and grading scales are in place for each course and instructor. Examination outcomes are accessible via the SMU account or website, and students can review their tests during consultation periods.

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The assessment approach in the UKZ and FE is formative assessment. According to SER (p. 47) “the Faculty Council has provided guidance and recommendations for professors to have a general formative principle for student assessment under the Bologna Process, so bearing in mind these principles, it can be concluded with significant certainty that the standards of work required for different courses grades do not have large variations over time but are consistent and similar for different courses within the programs“.

Based on the site visit and meeting with FE management and administrative staff, it is confirmed that in cases where standards of student achievement are not met, or when they or somehow insufficient or examined in an inconsisted way, they are threated through Faculty Council, where measures are taken such as: handling of the student case together with the lecturer to identify the problem, organising additional class hours, replacing teaching materials and analysing concrete material, such as literature or laboratory equipment.

The study programme Marketing and Sales Management includes practice stages (year III, semester VI) project and internship. Furthermore, during site visit and discussion with administrative and teaching staff, as well as insight into the documentation, the Expert Team confirms UKZ has established a Placement Office and has appointed a Business Cooperation Coordinator who on a regular basis organised practical training in businesses and governmental and non-governmental institutions.

The Project and Internship course is a compulsory course in the Marketing and Sales Management, BSc. Students have the possibility to complete an internship at institution with which the FE has signed the cooperation agreements or contracts, and those institutions are relevant for the Marketing and Sales Management study (public institutions, private businesses, banks, accounting service agencies, tax administration). Also, during site visit Expert Team noticed that teaching staff has very good connection with practice and help student in finding internship in preferred organisations.

Standard	Compliance	
	Yes	No
<i>Standard 4.1.</i> The study program is modelled on qualification objectives. These include subject-related and interdisciplinary aspects as well as the acquisition of disciplinary, methodological and generic skills and competencies. The aspects refer especially to academic or artistic competencies, to the capability of taking up adequate employment, contributing to the civil society and of developing the students’ personality.	<b>X</b>	
<i>Standard 4.2.</i> The study program complies with the National Qualifications Framework and the Framework for Qualifications of the European Higher Education Area. The individual components of the		<b>X</b>

program are combined in a way to best achieve the specified qualification objectives and provide for adequate forms of teaching and learning.		
<i>Standard 4.3.</i> The disciplines within the curriculum are provided in a logical flow and meet the definition and precise determination of the general and specific competencies, as well as the compatibility with the study programs and curricula delivered in the EHEA. To be listed at least 7 learning outcomes for the study program under evaluation.	<b>X</b>	
<i>Standard 4.4.</i> The disciplines within the curriculum have analytical syllabuses which comprise at least the following: the discipline's objectives, the basic thematic content, learning outcomes, the distribution of classes, seminars and applicative activities, students' assessment system, the minimal bibliography, etc. The full course description/ syllabuses of each subject/ module should be attached only in electronic form to the self-assessment report for the study program under evaluation.	<b>X</b>	
<i>Standard 4.5.</i> If the language of instruction is other than Albanian, actions are taken to ensure that language skills of both students and academic staff are adequate for instruction in that language when students begin their studies. This may be done through language training prior to the commencement of the program.	<b>n.a.</b>	
<i>Standard 4.6.</i> The student-teacher relationship is a partnership in which each assumes the responsibility of reaching the learning outcomes. Learning outcomes are explained and discussed with students from the perspective of their relevance to the students' development.	<b>X</b>	
<i>Standard 4.7.</i> Teaching strategies are fit for the different types of learning outcomes programs are intended to develop. Strategies of teaching and assessment set out in program and course specifications are followed with flexibility to meet the needs of different groups of students.		<b>X</b>
<i>Standard 4.8.</i> Student assessment mechanisms are conducted fairly and objectively, are appropriate for the different forms of learning sought and are clearly communicated to students at the beginning of courses.	<b>X</b>	
<i>Standard 4.9.</i> Appropriate, valid and reliable mechanisms are used for verifying standards of student achievement. The standard of work required for different grades is consistent over time, comparable in courses offered within a program, and in comparison with other study programs at highly regarded institutions.	<b>X</b>	
<i>Standard 4.10.</i> Policies and procedures include actions to be taken in to dealing with situations where standards of student achievement are inadequate or KAA inconsistently assessed.	<b>X</b>	
<i>Standard 4.11.</i> If the study program includes practice stages, the intended student learning outcomes are clearly specified and effective processes are followed to ensure that those learning outcomes and the strategies to develop that learning are understood by students. The practice stages are allocated ETCS credits and the work of the students at the practical training organisations is monitored through activity reports; students during	<b>X</b>	

practice stages have assigned tutors among the academic staff in the study program.		
<i>Standard 4.12. In order to facilitate the practice stages, the higher education institution signs cooperation agreements, contracts or other documents with institutions/organisations/practical training units. *To be inserted the overview of the program (with all areas to be filled out)</i>	<b>X</b>	

**Compliance level:** Substantially compliant

**ET recommendations:**

1. *Expert team suggests introduction of marketing and sales oriented scientific and professional papers as part of the course syllabus.*
2. *The Expert Team advises teaching staff to enhance syllabi by incorporating various learning methods outlined in the SER: lecturing in small groups, case studies, project-based learning, practical demonstrations, active learning, problem-based learning, work-based learning, experiential learning (including study visits), and student-led learning. Currently, there is a deficiency in experiential learning opportunities during the first and second years of the study program.*

**2.5. Students**

With the help of the submitted documents and the interviews during the on-site visit, the Expert Panel was able to get a comprehensive overview of all relevant topics that affect the Students of the program.

The workload for the Students is calculated as follows: The Student is engaged with the university for 40 hours during the week, an academic year has 37 teaching weeks. Therefore is the total workload for each Student for an academic roughly 1500 hours. The Student accumulates 60 ECTS during one academic year in order to complete the academic year successfully. The programme lasts six semester (three academic years) with a total number of 180 ECTS to reach and a workload of roughly 4500 hours in total.

All Academic Staff are obliged to announce a student consultation schedule at least once a week. Based on the *Mission* of the UKZ, the main concern of the UKZ is to prepare students for a successful career. Part of the learning process in all faculties is practical learning, which is why UKZ has entered into agreements with relevant institutions for the development of practical learning, thus, Students in the program will complete internships in public institutions and private businesses.

The administration of UKZ supports the Students in several ways and is responsible for the processing archiving of all documents generated by the Institution. Thus, the Administration is responsible: for the documentation of the UKZ management staff: for the documentation of full-time and part time UKZ's professors and teaching assistants: and for the documentation of other staff of the Institution. It also takes care of: Documentation of candidates applying for UKZ registration, UKZ student documentation, organization of exams and documentation required for student exams, organization and informing on the lecture schedule, the university library and its enrichment, maintenance of internet services and other work related to student life. (*SER* p.51)

Within UKZ student participation is ensured by the *University Statute*; two Student-representatives are members (with voting rights) in the University-Senate, one Student-representative is an observing member (without voting rights) in the Governing-Board of UKZ, two Student-representatives are members (with voting rights) in the Studies Committee and student representatives participate in the Faculty Councils (with voting rights).

The admission requirements for the program are public available and fairly applied to all Applicants upon enrolment. The criteria according to the MEST Guidelines. All Applicants from Kosovo must have a high school diploma and a certification for the completion of national Matura exam. The rules on foreign qualifications in accordance with the Lisbon Convention are also respected when recruiting new students from other countries. If the number of eligible Applicants is greater than the capacity of study places, an entrance exam will decide on enrolment. The Expert Panel has no reason to assume that UKZ has any issues in the regard of the admission of new students.

The student groups are dimensioned in a proper manner. For a lecture the maximum number of students is 50 and for a seminar the maximum number is 30. Often these numbers are lower.

In the UKZ a university management system (*SMU*) is applied which records each Student's result and then can be reported at any time through a grade certificate as an official document. Upon completion of studies, the university produces documents such as grade transcripts, diplomas and supplements which present the results of the Student.

After completion of the exam, the grades of each Student will be entered in the *SMU*. Subsequently, a physical application form, the grade list and passing statistics are created. The application form is placed in the student's file and the other two documents in the faculty archive.

The rights and obligations of students are defined in the *Statute of the University*, the *Rules of Bachelor Studies* and the *Rules of Disciplinary Procedures*. All these documents are public available. Student transfer between higher education institutions, faculties and study programs is implemented according to the *Statute* and the *Transfer Regulation* through the commission for recognition of transfer exams based on the documentation (transfer request, certificate of examinations completed) required by the public call for transfer.

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Regarding the topic of academic integrity, the Expert Panel found room for improvement for UKZ. Within UKZ only unsatisfactory procedures are being used to control that work submitted by the Students is original. The *Regulation for writing the bachelor's thesis* defines that the Student has to defend the thesis. But this is not enough, an effective software to find any breaches in academic integrity is not used. The license for the software “TurnItIn” expired in 2023 and was not renewed. During the interviews UKZ gave a vague and unsatisfactory explanation how the Academic Staff is using the software “Google-Classroom” to check if the work of Students is original. The Expert Panel is not satisfied with the current procedures of UKZ regarding to the topic of academic integrity. This is a very important topic for public and private institutions, regarding to the international recognition and reputation of Higher Education and Academia in Kosovo.

Apart from the issue regarding to academic integrity, the Expert panel is satisfied how UKZ deals with all relevant topics that affect the Students of the program.

Standard	Compliance	
	Yes	No
<i>Standard 5.1.</i> There is a clear and formally adopted admission procedure at institutional level that the study program respects when organising students' recruitment. Admission requirements are consistently and fairly applied for all students.	X	
<i>Standard 5.2.</i> All students enrolled in the study program possess a high school graduation diploma or other equivalent document of study, according to MEST requirements.	X	
<i>Standard 5.3.</i> The study groups are dimensioned so as to ensure an effective and interactive teaching and learning process.	X	
<i>Standard 5.4.</i> Feedback to students on their performance and results of assessments is given promptly and accompanied by mechanisms for assistance if needed.	X	
<i>Standard 5.5.</i> The results obtained by the students throughout the study cycles are certified by the academic record.	X	
<i>Standard 5.6.</i> Flexible treatment of students in special situations is ensured with respect to deadlines and formal requirements in the program and to all examinations.	X	
<i>Standard 5.7.</i> Records of student completion rates are kept for all courses and for the program as a whole and included among quality indicators.	X	
<i>Standard 5.8.</i> Effective procedures are being used to ensure that work submitted by students is original.		X
<i>Standard 5.9.</i> Students' rights and obligations are made publicly available, promoted to all those concerned and enforced equitably; these will include the right to academic appeals.	X	



<i>Standard 5.10.</i> The students' transfer between higher education institutions, faculties and study programs is clearly regulated in formal internal documents.	<b>X</b>	
<i>Standard 5.11.</i> Academic staff is available at sufficient scheduled times for consultation and advice to students. Adequate tutorial assistance is provided to ensure understanding and ability to apply learning.	<b>X</b>	

**Compliance level:** Substantially compliant

**ET recommendations:**

- 1. The Expert Panel strongly recommends to UKZ that the topic of academic integrity should be talked more serious. A working process and software (!) has to be implemented that ensure that the work submitted by students is original.*

**2.6. Research**

At the level of the UKZ, the need to improve the research activities of academic staff was recognised in the UKZ strategic plan 2023-2028, which was revised in 2023. According to SER (p. 57) *“The new Strategic Plan of UKZ 2023-2028 contains the strategic objectives on scientific research, on which the increase of scientific research is foreseen through the financial support that UKZ has planned to raise the quality and advancement of UKZ in international ranking“*. However, it is not clear from the SER and additional documents which are scientific and applied research objectives of the study programme Marketing and Sales Management and how exactly are they reflected in the research development plan of the institution. However, the University has recognised the need to financially support academic staff in order to increase scientific productivity. With this in mind, a reward (financial support) of 1000 euros is granted for professors who have published one or two papers in scientific journals indexed in Web of Science of Scopus databases.

The UKZ management encourages the scientific efforts of the academic staff. The Faculty management is highly supportive and aims to create favorable conditions for academic staff with research project ideas. However, the Expert Team believes that the expectations for teaching staff involvement in research and scholarly activities could be specified much clearly. Performance in relation to expectations is considered in staff evaluation and promotion criteria.

When evaluating candidates for promotion, research articles are required to be published in the field of the candidate, in journals which are indexed on the respective academic platforms, and categorized as Web of Science and Scopus.

The academic staff of UKZ publishes scientific papers in international journals with an impact factor, indexed on the platforms designated by MEST Administrative Instruction 1/2017 for scientific publications in journals with impact factors and in national, and regional magazines; participates in international, national and regional scientific conferences; publishes scientific monographs and university books. However, the Expert Team recommends that FR should place greater emphasis on encouraging scientific work and supporting academic staff in publishing their research in internationally recognized scientific journals indexed on reputable academic platforms.

When analysing the CVs of the individual lecturers at the Marketing and Sales Management study programme, the Expert Team found that not all members of the academic staff have a proven track record of research results on the same topics they plan to teach in the Marketing and Sales Management programme.

From SER and detailed document analysis, the Expert Team confirms that the *“Academic and research staff have published and are still in the process of publishing a considerable number of books in publishing houses, scientific articles have been published in special journals with indexes on platforms recommended by MEST and UKZ. These publications are presented at conferences, seminars, symposiums in Kosovo and abroad. Most of these publications have open access and are available to all users at home and abroad.” (SER, P. 60)*

Scientific research is validated through scientific and applied (predominately domestic) research publications. Also, academic staff jointly with students carry out research for the need of the businesses. However, this research is rare and not adequately marketed toward public. There is no data on the technological transfer through consultancy centres and scientific parks.

The Expert Team notes that not every academic staff member and researcher from the Marketing and Sales Management study programme has produced at least an average of one scientific/applied research publication or artistic outcome/product per year for the past three years, and therefore, there is a room for improvement.

Academic and research staff publish under the name of the UKZ, which can be seen from the Expert Teams Google scholar analysis of the members of the study programme Marketing and Sales Management.

At the UKZ there is a formal guide that sets out the University's position on the ownership of intellectual property developed by academic staff, students or others. It also sets out the procedures for the commercialisation of it. At university level, there are several regulations that guarantee intellectual property, namely the regulations for the work of the UKZ Publishing Council, the regulations for ethics and integrity in scientific research, the regulations for scientific research activity at the UKZ and the regulations for writing the Bachelor thesis.

Marketing and Sales Management students will be engaged in research projects and other activities, which is seen from the curricula as well as internships. As to so far, the Expert Team recommends that FE should place greater emphasis on encouraging these activities more frequently, as well as increasing the number of these activities.

Standard	Compliance	
	Yes	No
<i>Standard 6.1.</i> The study program has defined scientific/applied research objectives (on its own or as part of a research centre or interdisciplinary program), which are also reflected in the research development plan of the institution; sufficient financial, logistic and human resources are allocated for achieving the proposed research objectives.		<b>X</b>
<i>Standard 6.2.</i> Expectations for teaching staff involvement in research and scholarly activities are clearly specified, and performance in relation to these expectations is considered in staff evaluation and promotion criteria.	<b>X</b>	
<i>Standard 6.3.</i> Clear policies are established for defining what is recognized as research, consistent with international standards and established norms in the field of study of the program.		<b>X</b>
<i>Standard 6.4.</i> The academic staff has a proven track record of research results on the same topics as their teaching activity.		<b>X</b>
<i>Standard 6.5.</i> The academic and research staff publish their work in speciality magazines or publishing houses, scientific/applied/artistic products are presented at conferences, sessions, symposiums, seminars etc. and contracts, expertise, consultancy, conventions, etc. are provided to partners inside the country and/or abroad.	<b>X</b>	
<i>Standard 6.6.</i> Research is validated through: scientific and applied research publications, artistic products, technological transfer through consultancy centres, scientific parks and other structures for validation.	<b>X</b>	
<i>Standard 6.7.</i> Each academic staff member and researcher has produced at least an average of one scientific/applied research publication or artistic outcome/product per year for the past three years.		<b>X</b>
<i>Standard 6.8.</i> Academic and research staff publish under the name of the institution in Kosovo they are affiliated to as full time staff.	<b>X</b>	
<i>Standard 6.9/6.8.</i> Academic staff are encouraged to include in their teaching information about their research and scholarly activities that are relevant to courses they teach, together with other significant research developments in the field.	<b>X</b>	
<i>Standard 6.10.</i> Policies are established for ownership of intellectual property and clear procedures set out for commercialization of ideas developed by staff and students.	<b>X</b>	
<i>Standard 6.11.</i> Students are engaged in research projects and other activities.	<b>X</b>	

**Compliance level:** Partially compliant

**ET recommendations:**

1. *Expert team suggest that the study program Marketing and Sales Management, B.Sc. has clearly stated and defined scientific and applied research objectives. These objectives should also be integrated into the institution's research development plan, with adequate allocation of financial, logistical, and human resources to the study programme Marketing and Sales Management, B.Sc., to ensure their achievement.*
2. *Expert team suggest department staff planning of the track record which are aligned with their teaching activities.*
3. *The Expert team suggests planning the publication strategy more precisely to ensure that each academic staff member and researcher achieves an average of at least one scientific or applied research publication per year over the three years.*

**2.7. Infrastructure and Resources**

The UKZ campus is located on “Zija Shemsiu” street, in the center of Gjilan. It consists of two large buildings, joined in reconstruction. All facilities are owned by the University, at the moment no spaces are rented. The rooms are designed to be barrier-free and there is a working elevator.

The main building has a space of 6500 m<sup>2</sup>, for academic and administrative staff offices, classrooms, laboratories, cabinets, library and other infrastructure, while the entire UKZ Campus has a total area of 20.000m<sup>2</sup>. Several teaching/seminar rooms with a capacity between 20 and 80 seats are available. Additionally, there are two amphitheatres and two bigger rooms with a capacity of up to 110 seats. Four, with personal computers equipped, computer science rooms with 30 seats each are also available.

UKZ owns a shared library for all faculties. Library opening hours are from 8 am to 4 pm. During this period, books and other materials can be borrowed and returned. The reading room in the library is accessible and usable from Monday to Saturday from 8 am to 8 pm. The library has a capacity of 180 reading places and about 52 thousand book copies and about 15 thousand book titles

Unfortunately, there is a lack of new books and publications. The vast majority of the books is older than ten years. Access to notable E-Book Databases is also not provided.

During the on-site Visit the EP was able to verify dimensions and quality of the facilities and resources. Apart from the insufficient resources in the library, the premises are considered to be sufficient for the program B.Sc. Marketing and Sales Management.

UKZ in cooperation with the Municipality of Gjilan and the Government of Kosovo are planning for a new university campus. The commitment of the Mayor of the Municipality of Gjilan is stated in document no: 05/2940.

The UKZ budget is planned and spent based on the Law of Management of Public Finances and Responsibilities, Law on the Budget of the Republic of Kosovo for the current fiscal year and forecasts for the next two years as well as resources from donations for specific activities (UKZ Strategic Plan 2023-2028) and budget limits of the Ministry of Finance. The budget for the years 2024-2026 consists of several main categories including: wages and salaries, goods and services, municipal expenses, subsidies and capital investments. The budget of UKZ is characterized by the systematization of the requirements of the central administration and academic units harmonized with the final budget limits determined by government grants and the Ministry of Finance. The budget for 2024 to 2026:

2024:	2,034,656.17 €
2025:	2,114,598.00 € (projection)
2026:	2,169,761.00 € (projection)

The students could not report any major issues. On the basis of the documents submitted, the experts assume that there is financial security.

Standard	Compliance	
	Yes	No
<i>Standard 7.1.</i> The adequate long-term implementation of the study program is ensured in quantitative terms as regards premises, human resources and equipment. At the same time, it is guaranteed that qualitative aspects are also taken into account.	X	
<i>Standard 7.2.</i> There is a financial plan at the level of the study program that would demonstrate the sustainability of the study program for the next minimum three years.	X	
<i>Standard 7.3.</i> The higher education institution must demonstrate with adequate documents (property deeds, lease contracts, inventories, invoices etc.) that, for the study program submitted for evaluation it possesses the following, for the next at least three years: a) owned or rented spaces adequate for the educational process; b) owned or rented laboratories, with the adequate equipment for all the compulsory disciplines within the curriculum, wherever the analytical syllabus includes such activities; c) adequate software for the disciplines of study included in the curriculum, with utilisation licence; d) library equipped with reading rooms, group work rooms and its own book stock according to the disciplines included in the curricula.	X	
<i>Standard 7.4.</i> The number of seats in the lecture rooms, seminar rooms and laboratories must be related to the study groups' size (series, groups,	X	

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subgroups); the applicative activities for the speciality disciplines included in the curricula are carried out in laboratories equipped with IT equipment.		
<p><i>Standard 7.5.</i> The education institution's libraries must ensure, for each of the study programs:</p> <p>a) a number of seats in the reading rooms corresponding to at least 10% of the total number of students in the study program;</p> <p>b) a number of seats in the group work rooms corresponding to at least 10% of the total number of students in the study program;</p> <p>c) their own book stock from Albanian and foreign speciality literature, enough to cover the disciplines within the curricula, out of which at least 50% should represent book titles or speciality courses of recognised publishers, from the last 10 years;</p> <p>d) a book stock within its own library with a sufficient number of books so as to cover the needs of all students in the cycle and year of study the respective discipline is provided for;</p> <p>e) a sufficient number of subscriptions to Albanian and foreign publications and periodicals, according to the stated mission.</p>		<b>X</b>
<i>Standard 7.6.</i> The infrastructure and facilities dedicated to the implementation of the program is adapted to students with special needs.	<b>X</b>	

**Compliance level:** Substantially compliant

**ET recommendations:**

1. *The university should invest in the university's book collection and ensure that students have access to up-to-date literature.*
2. *The budget plan should be set up individually for each study program.*

### 3. FINAL RECOMMENDATION OF THE ET

The Faculty of Economics for the academic year 2024-25 is applying for accreditation of the Marketing and Sales Management program, which is the continuation of the Profile with the same name: Marketing and Sales Management, from the program with two profiles Management and Entrepreneurship. Overall, the program caters for the specific situation in Kosovo, with an environment for study which is appreciated by staff, students and employers. The suggested programme mission is *“designed to equip students with the knowledge, skills and experience, to help graduates successfully enter the world of professions to use skills cultivated in this program, such as: in marketing, sales and management”*. Program is showing increasing focus on marketing, digital competencies and management skills, with efforts having been made for curricular design and engagement with a variety of stakeholders.

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

**Compliance level:** Substantially compliant

In conclusion, the Expert Team considers that the Bachelor of Science “Marketing and Sales Management study programme” offered by UKZ is **Substantially compliant** with the standards included in the KAA Accreditation Manual and, therefore, recommends to accredit the above study program for a duration of **three years** with a **maximum of 75 students** to be enrolled in the program.

## Expert Team

### Chair



**Associate Professor Kristina Petljak, PhD**

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Signature

(Kristina Petljak)

(25 June 2024)

### Member



**Associate Professor Mirjana Hladika, PhD**

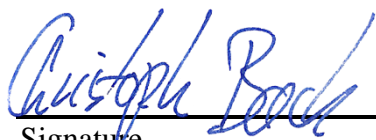
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Signature

(Mirjana Hladika)

(25 June 2024)

### Member



**Christoph Back (student expert)**

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Signature

(Christoph Back)

(25 June 2024)